

# RADFORD UNIVERSITY

## RADFORD UNIVERSITY BOARD OF VISITORS

9:00 A.M.

SEPTEMBER 16, 2016

BOARD ROOM

MARTIN HALL – THIRD FLOOR

RADFORD, VIRGINIA

**DRAFT**

### AGENDA

- **CALL TO ORDER** Mr. Christopher Wade, *Rector*
- **APPROVAL OF AGENDA** Mr. Christopher Wade, *Rector*
- **APPROVAL OF MINUTES** Mr. Christopher Wade, *Rector*  
(May 6, 2016 and Board Retreat July 25-26, 2016)
- **OPENING COMMENTS FROM THE RECTOR** Mr. Christopher Wade, *Rector*
- **PRESIDENT’S REPORT** Dr. Brian O. Hemphill, *President*
- **REPORTS AND RECOMMENDATIONS**
  - Report to the Board of Visitors from the Faculty Representative to the Board Dr. Carter Turner, *Faculty Representative (non-voting, advisory member)*
  - Report to the Board of Visitors from the Student Representative to the Board Mr. Kevon Dupree, *Student Representative (non-voting, Advisory Member)*
- **ACADEMIC AFFAIRS COMMITTEE** Dr. Susan Whealler-Johnston, *Chair*
  - Report to the Board of Visitors
- **ADVANCEMENT/ALUMNI RELATIONS AND COMMUNICATIONS/MARKETING COMMITTEE** Mr. Randolph “Randy” J. Marcus, *Chair*
  - Report to the Board of Visitors
- **BUSINESS AFFAIRS & AUDIT COMMITTEE** Ms. Mary Ann Hovis, *Chair*
  - Report to the Board of Visitors

- Recommendation to approve Radford University’s 2016-2017 Operating Budget
- Recommendation to approve Radford University’s 2016 Six-Year Plan
- **GOVERNANCE, ADMINISTRATION AND ATHLETICS COMMITTEE** Ms. Alethea “A.J.” Robinson, *Chair*
  - Report to the Board of Visitors
- **STUDENT AFFAIRS COMMITTEE** Mr. Mark S. Lawrence, *Chair*
  - Report to the Board of Visitors
- **REPORT FROM THE RADFORD UNIVERSITY FOUNDATION** Ms. Callie M. Dalton,  
*BOV Liaison to RU Foundation*
- **OTHER BUSINESS**
  - Overview of the Virginia Freedom of Information Act Mr. Alan Wilson, *Senior Attorney General, Commonwealth of Virginia*
  - Adoption of Resolutions Honoring Retiring Board Members Anthony R. Bedell, Mary W. Campbell, Kevin R. Dye, Ruby W. Rogers and Georgia Anne Snyder-Falkinham Mr. Christopher Wade, *Rector*
- **ANNOUNCEMENTS** Mr. Christopher Wade, *Rector*
  - Next Board meeting November 10-11, 2016
  - Radford University Winter Commencement: December 16-17, 2016
  - Board Meeting Dates for 2017
- **ADJOURNMENT** Christopher Wade, *Rector*

**Board Members**

Christopher Wade, Rector  
Javaid Siddiqi, Ph.D., Vice Rector  
Robert A. Archer  
Jay A. Brown, Ph.D.  
Krisha Chachra  
Callie M. Dalton  
Rachel Fowlkes, Ed.D.  
Mary Ann Hovis  
Susan Whealler Johnston, Ph.D.  
Mark S. Lawrence  
Randolph “Randy” J. Marcus  
Debra K. McMahan, Ph.D.  
Alethea “A.J.” Robinson  
Steve A. Robinson  
Ann Segaloff

MINUTES FROM MAY 6, 2016 BOV MEETING



**RADFORD UNIVERSITY BOARD OF VISITORS MEETING**

**9:00 A.M.**

**MAY 6, 2016**

**BOARD ROOM**

**THIRD FLOOR – MARTIN HALL**

**RADFORD, VA**

**DRAFT**

**MINUTES**

**BOARD MEMBERS PRESENT**

Mr. Anthony R. Bedell, Rector  
Mr. Christopher Wade, Vice Rector  
Ms. Mary Waugh Campbell  
Ms. Krisha Chachra  
Ms. Callie M. Dalton  
Dr. Kevin R. Dye  
Ms. Mary Ann Hovis  
Dr. Susan Whealler Johnston  
Mr. Mark S. Lawrence  
Mr. Randolph “Randy” J. Marcus  
Ms. Alethea “A.J.” Robinson  
Mr. Steve Robinson  
Ms. Ruby W. Rogers  
Dr. Javaid Siddiqi  
Ms. Georgia Anne Snyder-Falkinham  
Dr. Jerry M. Kopf, faculty representative (non-voting, advisory member)  
Ms. Hannah Gullickson, student representative (non-voting, advisory member)

**OTHERS PRESENT**

President Penelope W. Kyle  
Mr. Richard Alvarez, Vice President for Finance & Administration and Chief Financial Officer  
Mr. Joe Carpenter, Vice President for University Relations & Chief Communications Officer  
Ms. Margaret McManus, University Auditor  
Dr. Joseph Scartelli, Interim Provost & Vice President for Academic Affairs  
Dr. Mark Shanley, Vice President for Student Affairs  
Ms. Michele N. Schumacher, Secretary to the Board of Visitors  
Mr. Allen T. Wilson, Senior Assistant Attorney General, Commonwealth of Virginia  
Ms. Melissa Wohlstein, Vice President for University Advancement

## **CALL TO ORDER**

Mr. Anthony R. Bedell, Rector, formally called the meeting to order at 9:00 a.m. in the Board Room in Martin Hall on the campus of Radford University, Radford, Virginia.

## **APPROVAL OF AGENDA**

Mr. Bedell asked for a motion to approve the May 6, 2016 agenda, as published. Ms. Mary Ann Hovis so moved, and Dr. Javaid Siddiqi seconded and the agenda, as published, was unanimously adopted.

## **APPROVAL OF MINUTES**

Mr. Bedell asked for a motion to approve the minutes of the February 2, 2016 meeting of the Board of Visitors, as published. Mr. Mark S. Lawrence so moved and Dr. Susan Whealler Johnston seconded the motion and the February 2, 2016 minutes were unanimously approved. A copy of the approved minutes can be found at <http://www.radford.edu/content/bov/home/meetings/minutes.html>.

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

Dr. Jerry M. Kopf, faculty representative (non-voting, advisory member), noted that this would be his last meeting as the faculty representative, and that he is honored to be a member of the faculty at Radford University and to have been able to serve on the Board of Visitors. He stated that the Senate adopted a resolution to express their sincere appreciation for the work performed by the five (5) members whose current four-year term ends on June 30, 2016. Dr. Kopf also introduced the new president of the Faculty Senate, Dr. Carter Turner, who will become the advisory (non-voting) faculty representative to the Board of Visitors.

Mr. Bedell thanked Dr. Kopf for his report.

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

Ms. Hannah Gullickson, student representative (non-voting, advisory member), provided a PowerPoint presentation that updated the Board on her three initiatives that she worked during the 2015-2016 academic year, specifically, promoting undergraduate research, increasing out-of-state enrollment and increasing student engagement. A copy of Ms. Gullickson's report is attached hereto as *Attachment A* and is made a part hereof.

Mr. Bedell thanked Ms. Gullickson for her report.

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

Ms. Ruby Rogers, Chair of the Academic Affairs Committee, stated that the Committee met on

Thursday, May 5, 2016. She noted the Committee received a report from Dr. Joseph Scartelli that included a list of faculty members who will be promoted at the beginning of the Fall 2016 semester, a list of the faculty that received emeriti status, specifically, Dr. Bruce Blaylock, Dr. Joe King, Dr. Donald Samson, Dr. Kathryn Kelly, Dr. Hilary Lips, and Dr. Bob Hendrickson who received the award posthumously. She also stated that Dr. Scartelli's report included the cost/benefit analysis report for the remaining academic programs that were selected by the Board of Visitors and/or the Deans of each college. Ms. Rogers also informed the Board that the Committee received an enrollment report from Mr. James Pennix, Dean of Admissions, on new freshman and transfer student enrollment for Fall 2016; and a presentation on Student Learning Outcomes Assessment from Dr. Ebenezer Kolajo, Assistant Provost for Academic Assessment.

Ms. Rogers noted that there were three action items requiring Board approval. The first action item was the approval of tenure for certain faculty members who had been recommended to the Board. Ms. Rogers moved on behalf of the Committee that the Resolution to Award Tenure to the faculty named in the resolution be approved. Ms. Mary Ann Hovis seconded and the resolution was unanimously adopted. A copy of the resolution is attached hereto as **Attachment B** and is made a part hereof.

Ms. Rogers stated that the second action item was the approval of a program name change in the College of Graduate Studies and Research from Corporate and Professional Communication to Strategic Communication. Ms. Rogers moved on behalf of the Committee that the Resolution changing the program name be approved. Dr. Javaid Siddiqi seconded and the resolution was unanimously adopted. A copy of the resolution is attached hereto as **Attachment C** and is made a part hereof.

The third item is an amendment to the Teaching and Research Faculty Handbook Section 1.1.3 - Special Purpose Faculty to permit the employment of part-time special purpose faculty. Ms. Rogers moved on behalf of the Committee that the Resolution amending Section 1.1.3- Special Purpose Faculty of the Teaching and Research Handbook be approved. Mr. Lawrence seconded and the Resolution was unanimously adopted. A copy of the resolution is attached hereto as **Attachment D** and is made a part hereof.

Ms. Rogers also noted that the Committee tabled for further discussion the requested changes to Sections 3.1.2 Teaching Overloads and Section 3.1.3 University Summer Employment, and that the Committee will review said amendments upon receipt of additional information being provided.

Mr. Bedell thanked Ms. Rogers for her report.

### **REPORT FROM THE ADVANCEMENT/ALUMNI RELATIONS AND COMMUNICATIONS/MARKETING COMMITTEE**

Dr. Kevin R. Dye, Chair of the Advancement/Alumni Relations and Communications/Marketing Committee, stated that the Committee met on Thursday, May 5, 2016. He reported that Mr. Joe Carpenter, Vice President for University Relations and Chief Communications Officer, provided an

update on the progress of the marketing and advertising campaign through the spring 2016 and noted that University Relations has undertaken new initiatives and projects including coordinating the Master of Business Administration (MBA) program marketing strategy, and assisting with the rollout of the branding campaign for the College of Business and Economics.

Dr. Dye also noted that the Committee received a report from Ms. Melissa Wohlstein, Vice President for University Advancement, that updated the Committee on fundraising through March 31, 2016. Dr. Dye stated that Ms. Wohlstein also provided an update on several of the Committee's goals and noted that it is anticipated that there will be a 100% giving participation among Board of Visitors members, that there are 192 new alumni donors, and that there are 400 new donors among the senior class which was a result of several initiatives to educate the student body on the importance of philanthropy. He also reported that Ms. Wohlstein provided an overview of alumni relations activity to date for fiscal year 2016 and she informed the Committee that the Radford University Alumni Association, LLC paperwork has been completed and approved by the Radford University Foundation.

Mr. Bedell thanked Dr. Dye for his report.

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

Dr. Javaid Siddiqi, Chair of the Business Affairs & Audit Committee, noted that the Committee met on Thursday, May 5, 2016. He reported that the Committee received a report from Ms. Margaret McManus, University Auditor, that included a follow-up audit status report. In addition, he stated that Ms. McManus also provided an oral report on the University Discretionary Fund for the quarter ended March 31, 2016 and that all expenditures were in accordance with the Board guidelines.

Dr. Siddiqi also stated that Mr. Richard Alvarez, Vice President for Finance and Administration and Chief Financial Officer, provided a capital project update, and discussed the proposed 2016-2017 operating budget for the University and recommendations for tuition and fees for 2016-2017 which take into account current economic factors and represent a conservative, sufficient and prudent funding approach for the University for 2016-2017. Dr. Siddiqi reminded the Board that the Committee over the past year had reviewed different tuition models including the fixed tuition model which is used at Radford University and one that Mr. Alvarez has recommended be continued. He stated that based upon the presentation by Mr. Alvarez and the discussion that ensued, the Committee concurred with the tuition and fee proposals as presented by Mr. Alvarez. Dr. Siddiqi then moved on behalf of the Committee that the 2016-2017 academic year tuition and mandatory fees as set forth in the resolution entitled Approval of 2016-2017 Tuition and Fees and as presented by Mr. Alvarez be approved. After discussion, Ms. Mary Ann Hovis seconded the motion and the resolution entitled Approval of 2016-2017 Tuition and Fees was unanimously adopted. A copy of the resolution is attached hereto as *Attachment E* and is made a part hereof.

Dr. Siddiqi also informed the Board that the Committee reviewed the Radford University Crisis and Emergency Operations Plan (EOP). He explained that each Virginia institution of higher education is required to review this plan every four years to ensure that the plan remains current, and that if any



revisions are required the revised plan must be formally adopted by the Board of Visitors. As a result of the University's review there was one substantive change to the plan, specifically the Pandemic Plan, which is included in the EOP, was renamed and replaced with the University's Infectious Disease Outbreak Control Plan. Dr. Siddiqi then moved on behalf of the Committee that the resolution approving the Radford University Crisis and Emergency Operations Plan be approved. Dr. Susan Whealler Johnston seconded and the resolution was unanimously adopted. A copy of the resolution is attached hereto as *Attachment F* and is made a part hereof.

Mr. Bedell thanked Mr. Siddiqi for his report.

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

Ms. Alethea "A.J." Robinson, Chair of the Governance, Administration & Athletics Committee noted that the Committee met on Thursday, May 5, 2016. Ms. Robinson reported that Mr. Danny Kemp, Vice President for Information Technology and Chief Information Officer, provided a report that highlighted the activities of the Information Technology (IT) Division since February 2016, together with updates on several initiatives in IT, including the identity and access management project which began in 2013 noting that it will be completed by June 30, 2016 on budget and on time; the computer lab strategy in which it was noted that the strategy is continually being reviewed by IT to ensure appropriate software, computers and spaces are being provided to meet the instructional needs of the university. Ms. Robinson also stated that IT is also working on an RFP for vendors that can provide cloud based application virtualization as a scalable method for providing applications to students and faculty.

Ms. Robinson continued that Mr. Kemp also notified the Committee of changes to Radford University's IT policies, standards and guidelines, and he noted that this notification is required in order for the University to maintain its Level II Operating Authority.

Ms. Robinson also stated that Mr. Kemp provided an update on the creation of a heat map which identified the top 10 risks at the University, and stated that the following risk areas were identified. Safety and Security; Environmental Emergencies; Risk and Compliance Management; Information Security; Funding; Human Resources and Staffing; Changing Higher Education Landscape; Enrollment; Strategy; and Positioning. It was noted that the University's risks are similar to the risks of other Universities.

Ms. Robinson also reported that Mr. Robert Lineburg, Director of Athletics, provided an intercollegiate athletic report that included team highlights, academic highlights, and special athletic events that have occurred since February 2016. Ms. Robinson also informed the Board that Mr. Lineburg reviewed the financial impact of Intercollegiate Athletics Legislation House Bill 1897 (Chapter 704), through fiscal year 2021 specifically reviewing budget projections, strategic initiatives and fundraising, and that he noted that Radford is projected to comply with the legislation in fiscal year 2016 and in each of the next 5 years.

Ms. Robinson also updated the Board on the status of the Committee's goals for 2015-2016 noting that the Committee worked on each of the goals and all goals have been completed, specifically: 1) the bylaws were reviewed and amended as required; 2) under Mr. Kemp's direction the heat map was completed; 3) the computer labs continue to be reviewed and changes made as required; 4) the Transition Committee is working on all events as required; 5) the new board member orientation was reviewed and it will now be under the direction of the President's office.

Ms. Robinson, Chair of the Governance, Administration & Athletics Committee, reminded the Board that the Governance, Administration & Athletics Committee, pursuant to the Radford University Board of Visitors Bylaws, acts as the nominating committee for the Board of Visitors. She continued that the Committee, acting in that capacity, had approved a proposed slate of officers for election as Rector and Vice Rector of the Board of Visitors for 2016-2017, and she presented on behalf of the Committee the following slate of officers:

For Rector – Mr. Christopher Wade and Mr. Mark S. Lawrence  
For Vice Rector – Dr. Javaid Siddiqi

Mr. Bedell thanked Ms. Robinson for her report and noted that per the agenda the election for Rector and Vice Rector will be the last item of business.

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

Ms. Mary Waugh Campbell, Chair of the Student Affairs Committee, noted that the Committee met on Thursday, May 5, 2016. Ms. Campbell stated the Committee received a report from Ms. Hannah Gullickson, student non-voting advisory representative to the Board of Visitors, that provided a detailed update on key student activities and events on campus since the February 2016 meeting, as well as a review of the Student Government Association strategic initiatives for spring semester.

Ms. Campbell also stated the Committee received a report from Dr. Mark Shanley, Vice President for Student Affairs, provided several updates that included a review of the restructuring of the Housing and Residential Life department that involved the creation of a single Director and 2 Associate Director positions, elimination of 2 area director positions, and the conversion of 19 graduate resident directors to 11 full time professional resident director positions; and student community service noting that there will be four annual events.

Ms. Campbell also noted that Dr. Irvin Clark, Dean of Students, and Dr. Jeanne Mekolichick, Assistant Provost for Academic Programming, gave a presentation on the status of the collaborative living learning community initiative jointly implemented with Academic Affairs and Student Affairs, noting two new living learning communities, RU Makers and ECO Communities, were added in the fall 2015, and updating the Committee on four additional living learning communities.

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

Ms. Callie M. Dalton, Liaison to the Radford University Foundation, reported that the Radford

University Foundation (Foundation) board met on May 4, 2016 and approved the operating budget for fiscal year 2017. In addition, Ms. Dalton noted that the students from Radford University's Student Managed Investment Portfolio Organization (SMIPO) gave a presentation at the Foundation board meeting on the funds that it manages for the Foundation. Ms. Dalton stated that it should be noted that these students attended the 2016 Global Asset Management Education Forum in New York City in April 2016 and out of 145 schools participating earned the top fund ranking for the Value Fund Category – Undergraduate Division.

Ms. Dalton stated that the Foundation Board also elected a new slate of officers all of whom are Radford University graduates.

In addition, the Foundation Board also approved the operating agreement of the Radford University Alumni Association, LLC and the Articles of Organization for the Radford University Alumni Association, LLC.

### **PRESIDENT'S REPORT**

President Penelope W. Kyle noted that her report was distributed in the Board materials in advance of the Board meeting and provided updates on recent University activities and accomplishments. She notified the Board that the SCHEV New Board Member Orientation will take place in Richmond, Virginia on October 18-19, 2016. President Kyle concluded by expressing her thanks to the Board for the naming of Kyle Hall. A copy of President Kyle's report is attached hereto as *Attachment G* and is made a part hereof.

### **CLOSED SESSION**

Mr. Bedell asked for a motion to suspend the Radford University Board of Visitors Bylaws which provide for three candidates for student representative to be presented to the Board for selection as the student representative to the Board; he continued, that this year we have four very qualified candidates and we want to interview all of them. Ms. Campbell moved to suspend the Radford University Board of Visitors Bylaws to allow for four students to be interviewed for the student representative to the Board of Visitors instead of the three as stated in the Bylaws. Mr. Mark Lawrence seconded and the motion was unanimously adopted.

Mr. Bedell called for the Board to go into Closed Session and asked Mr. Steve Robinson to make the motion. Mr. Robinson moved, pursuant to **Sections 2.2-3711(A)(1)** of the Freedom of Information Act, that the Radford University Board of Visitors go into "Closed Session" for the discussion of personnel matters, more specifically matters relating to the performance evaluation or compensation of certain Radford University employees and the evaluation of performance of certain departments or schools of the University which will require performance evaluations of specific individuals in those departments, and pursuant to **Section 2.2-3711(A)(2)** of the Freedom of Information Act to discuss scholastic records pertaining to candidates for the student representative to the Board. Mr. Wade seconded, and the motion was unanimously adopted. Hovis seconded the motion, and the motion was unanimously adopted. Mr. Bedell asked President Kyle and Mr. Allen Wilson, Assistant

Attorney General, Commonwealth of Virginia to attend the closed session, and all other faculty, staff and guests left the meeting at this time.

**RECONVENED SESSION**

Following the closed session, the public was invited to return to the meeting. Mr. Bedell, Rector, called the meeting to order. Mr. Bedell, Rector, asked Mr. Robinson to make the motion to return to open session. Mr. Robinson so moved as follows:

**Certification of Executive Meeting**

WHEREAS, the Radford University Board of Visitors has convened a closed session on this date pursuant to an affirmative recorded vote and in accordance with the provisions of The Virginia Freedom of Information Act; and

WHEREAS, Section 2.2-3712 of the Code of Virginia requires a certification by this Board that such closed meeting was conducted in conformity with Virginia law;

NOW, THEREFORE, BE IT RESOLVED that the Radford University Board of Visitors hereby certifies that, to the best of each member’s knowledge, (1) only public business matters lawfully exempted from open meeting requirements under Virginia law and (2) only such public business matters as were identified in the motion by which the closed meeting was convened were heard, discussed or considered in the meeting by the Radford University Board of Visitors.

Ms. Mary Ann Hovis seconded, and a roll-call vote was taken:

Vote: yes	Mr. Anthony R. Bedell	yes	Mr. Mark S. Lawrence
yes	Mr. Christopher Wade	yes	Mr. Randolph “Randy” J. Marcus
yes	Ms. Mary W. Campbell	yes	Ms. Alethea “A.J.” Robinson
yes	Ms. Krisha Chachra	yes	Mr. Steve Robinson
yes	Ms. Callie M. Dalton	yes	Ms. Ruby W. Rogers
yes	Dr. Kevin R. Dye	yes	Dr. Javaid Siddiqi
yes	Ms. Mary Ann Hovis	yes	Ms. Georgia Anne Snyder-Falkinham
yes	Dr. Susan Whealler Johnston		

All members responding affirmatively, the motion was adopted.

**APPOINTMENT OF STUDENT REPRESENTATIVE AND FACULTY REPRESENTATIVE**

Immediately following the closed session Dr. Johnston moved that Kevon Dupree be elected as the student representative (non-voting, advisory member) to the Board of Visitors for the 2016-2017 term. Mr. Wade seconded and the motion was unanimously adopted.

Mr. Bedell asked for a motion to ratify the appointment of the Faculty Senate President, Mr. Carter Turner, as the faculty representative (non-voting advisory member) to the Board of Visitors for the 2016-2017 term. Mr. Lawrence so moved and Dr. Johnston seconded and the motion was unanimously adopted.

### **OTHER BUSINESS**

Mr. Bedell stated that there were several actions items that required Board approval.

He asked for a motion to approve the Annual Deferred Compensation Contribution for 2015-2016 for President Penelope Ward Kyle. Mr. Robinson so moved, and Ms. Dalton seconded, and the motion was unanimously adopted. A copy of the resolution is attached hereto as *Attachment H* and is made a part hereof.

Mr. Bedell asked for a motion to amend Dr. Brian O. Hemphill's employment contract to include a provision for reimbursement of up to \$5,000 for tax and financial planning advice. Ms. Hovis so moved and Dr. Siddiqi seconded, and the motion to amend the employment contract to include a provision for reimbursement of expenses up to \$5,000 for tax and financial planning advice was unanimously adopted.

Mr. Bedell asked for a motion to change President Kyle's title upon her retirement on June 30, 2016 to President Emeritus. Dr. Siddiqi so moved and Ms. Dalton seconded and the motion to approve that Penelope W. Kyle's title upon retirement on June 30, 2016 shall be President Emeritus was unanimously approved.

Mr. Bedell asked for a motion to authorize the University to enter into any contracts as required with AGB Consulting in connection with the Radford University Board Retreat in July 2016. Dr. Johnston recused herself from the discussion and the vote. Mr. Bedell then explained that one of the topics for the Board Retreat will be board governance and that discussions were being held with AGB Consulting to facilitate the discussion. Mr. Lawrence moved that the University be authorized to enter into any contracts as required with AGB Consulting in connection with the Radford University Board Retreat in July 2016. Dr. Siddiqi seconded and the motion was unanimously adopted by the 14 Board members voting.

### **ELECTION OF RECTOR AND VICE RECTOR**

Mr. Bedell stated there was one more action item the election of Rector and Vice Rector. In accordance with the report received earlier today from Ms. Robinson, Chair of the Governance, Athletics & Administration Committee, the slate for the election of Rector and Vice Rector is as follows:

For Rector – Mr. Mark S. Lawrence and Mr. Christopher Wade  
For Vice Rector – Dr. Javaid Siddiqi

He indicated that unless there were any objections he would first request the vote for Vice Rector as there is only one candidate; and then would conduct the vote for Rector with each person nominated making a brief statement prior to the vote. There being no objections, Mr. Bedell asked for a motion to elect Dr. Javaid Siddiqi as Vice Rector for the 2016-2017 term. Mr. Marcus so moved and Dr. Kevin R. Dye seconded, and the motion was unanimously adopted.

Mr. Bedell stated that the next order of business was the election of Rector. The Board then discussed the qualifications that are needed for the position of Rector at the University at this time including: the need for an individual who is easily, readily and personally available to the President for conversations and guidance, especially in the transition from a long-standing president; someone deeply committed to governance and has Board experience outside of Radford University; someone who has the ability to introduce the incoming president to local, regional, and state leaders; and someone who will be transparent with the Board members and allow differences of opinions to be voiced. It was noted that in making their votes each Board member should put aside personal feelings and vote for what will be best for Radford University as a new president begins his tenure at the University.

Mr. Lawrence and Mr. Wade each provided a statement as to why they each decided to seek the office of Rector. Mr. Bedell then called for a vote via a showing of hands for the election of Rector and announced that 6 members voted for Mr. Lawrence and 8 members voted for Mr. Wade, Mr. Wade is elected Rector.

Ms. Hovis moved that the Board reconsider its vote to make it a unanimous vote to elect Christopher Wade as Rector for the 2016-2017 term. Ms. Dalton seconded and the motion was unanimously adopted. Mr. Bedell then asked for a motion to elect Mr. Christopher Wade as Rector for the 2016-2017 term, Ms. Hovis so moved and Ms. Campbell seconded and the motion electing Mr. Wade as Rector for the 2016-2017 term was unanimously adopted.

The Board also discussed the process of electing the Rector and Vice Rector as outlined in the Bylaws and it was noted by Ms. Robinson, Chair of the Governance, Administration & Athletics Committee, that she observed that there was some confusion among Board members as to the process to be followed and perhaps a review of the election process is warranted.

## **ADJOURNMENT**

Ms. Schumacher then outlined the graduation events in which Board members participate. With no further business to come before the Board, Mr. Anthony R. Bedell, Rector, adjourned the meeting at 11: 56 a.m.

Respectfully submitted,

Michele N. Schumacher  
Secretary to the Board of Visitors

ATTACHMENT A

# Student Representative Report to the Board of Visitors

RADFORD  
UNIVERSITY

# Update on my Platform Initiatives

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1. Promoting undergraduate research
2. Increasing out-of-state enrollment
3. Increasing student engagement



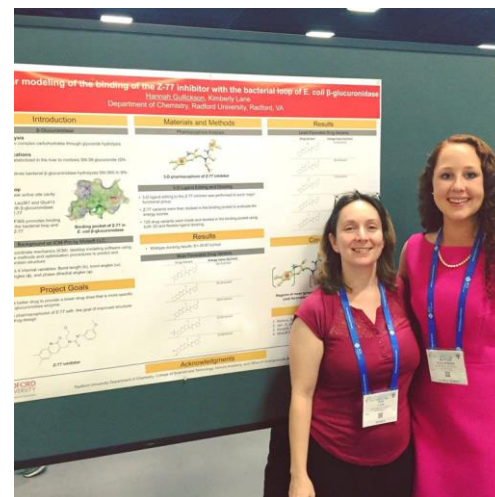
# Promoting undergraduate research

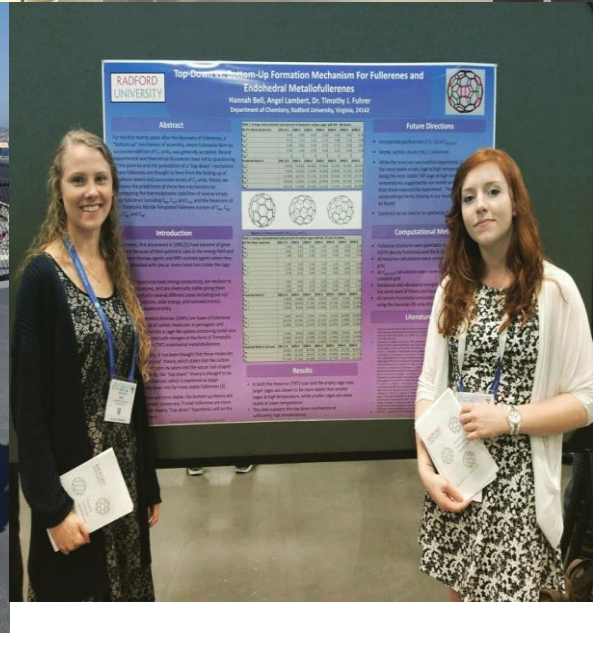
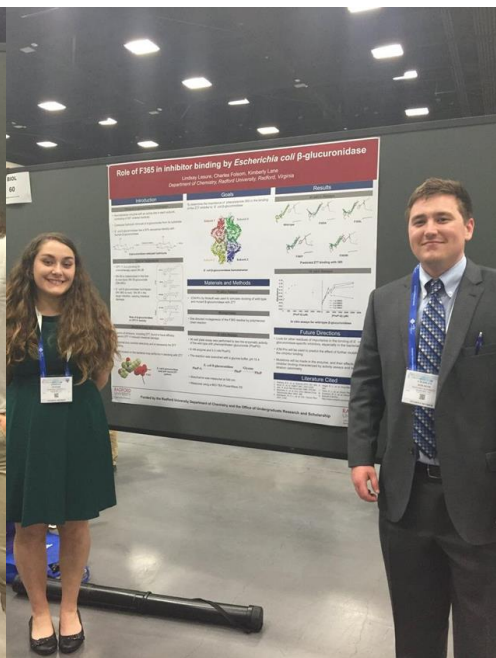
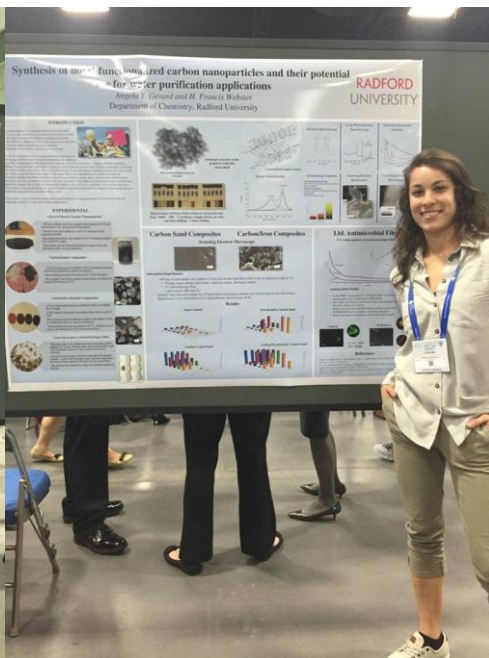
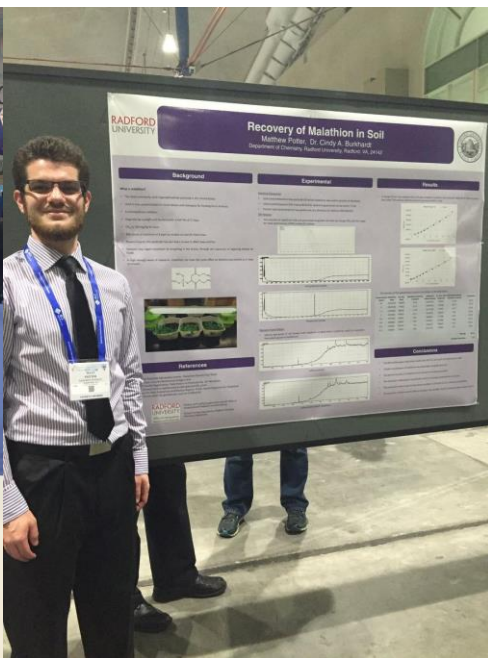
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- Scholarship Recipient Luncheon Speaker
- National American Chemical Society Meeting
- Alaska Research Expedition
- 25<sup>th</sup> Annual Student Engagement Forum: April 19 - 21, 2016



# National American Chemical Society Meeting



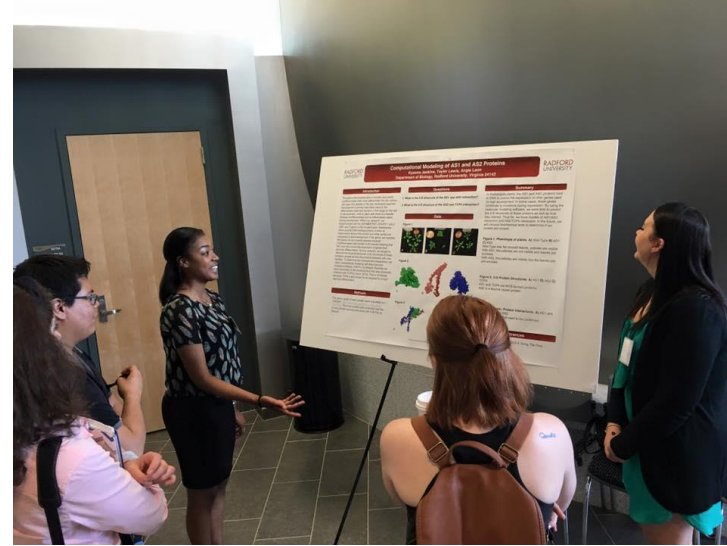
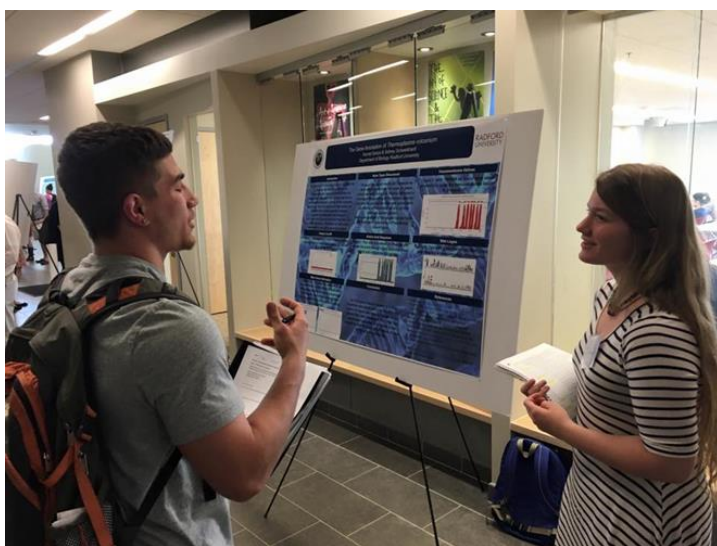
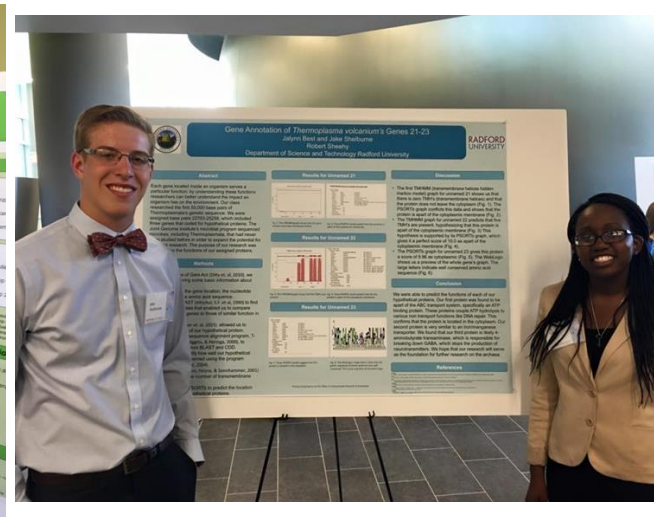


# Alaska Research Expedition





# 25<sup>th</sup> Annual Student Engagement Forum



# Increasing out-of-state enrollment

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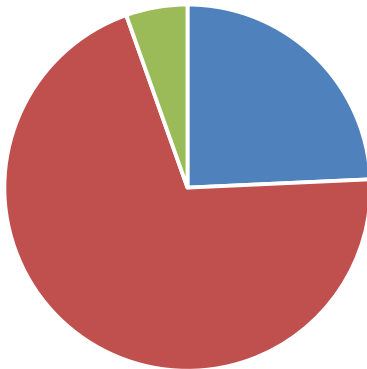
- Letter to all out-of-state students admitted to Radford University for this application cycle
- 1<sup>st</sup> Annual Out-of-State Student Reception



# Increasing Student Engagement

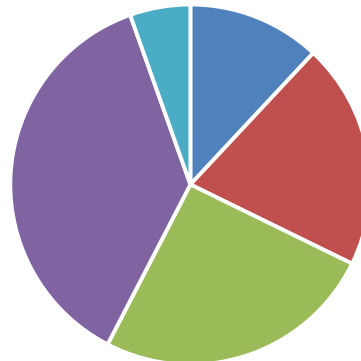
- **Where do you live?:** 276 total responses (194 off-campus, 67 on-campus, 15 off-campus housing)
- **What year are you?** 276 total responses (33 freshman, 56 sophomore, 70 junior, 102 senior, 15 graduate student)
- **Do you think there is enough to do on-campus on the weekend?** 275 total responses (56 yes, 101 maybe, 118 no)

Where do you live?



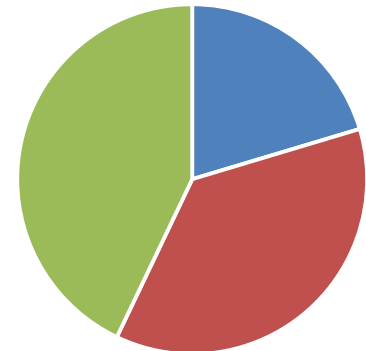
■ On campus      ■ Off campus  
■ Off campus housing

What class year are you?



■ Freshman      ■ Sophomore  
■ Junior      ■ Senior  
■ Graduate Student

Enough to do on-campus on the weekends?



■ Yes      ■ Maybe      ■ No



# Increasing Student Engagement

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How many times do you go home each semester?

- 274 total responses
  - Average: 3.38 times per semester
  - Mode: 3 times per semester
  - Median: 3 times per semester
  - Range: 0-15 times per semester
- Main reasons student's went home: to visit family, to visit boyfriend/girlfriend, work commitments

# Increasing Student Engagement

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What activities do students want to see more of on-campus during the week and weekend?

**School Spirit Activities**

**Food Truck**

**Crafts in the Bonnie**

**More educational forums**

**Community Service**

**Relaxation sessions at the library**

**More concerts**

**Sports on the quads**

**Free food**

**Comedy sessions**

**Free give aways**

**Movies on the quad**

**More Intermural Sports**

**Cultural experiences**

# Increasing Student Engagement

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# Questions?

**RADFORD**  
UNIVERSITY

## **RESOLUTION OF TENURE RECOMMENDATIONS**

**MAY 6, 2016**

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

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

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

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

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

### **COLLEGE OF EDUCATION AND HUMAN DEVELOPMENT**

<b><u>Name</u></b>	<b><u>Current Rank</u></b>	<b><u>Department</u></b>
Jyotsna Sharman	Assistant Professor	Department of Health and Human Performance
Allyster Brooke Blanks	Assistant Professor	School of Teacher Education and Leadership

**COLLEGE OF HUMANITIES AND BEHAVIORAL SCIENCES**

<b><u>Name</u></b>	<b><u>Current Rank</u></b>	<b><u>Department</u></b>
Tanya B. Corbin	Assistant Professor	Department of Political Science
Jared J. Caughron	Associate Professor	Department of Psychology

**COLLEGE OF SCIENCE AND TECHNOLOGY**

<b><u>Name</u></b>	<b><u>Current Rank</u></b>	<b><u>Department</u></b>
Sara O'Brien	Assistant Professor	Department of Biology
Andrew Scott Foy	Assistant Professor	Department of Geospatial Science
Tingyao Xiong	Assistant Professor	Department of Mathematics and Statistics
Jean M. Mistele	Assistant Professor	Department of Mathematics and Statistics

**WALDRON COLLEGE OF HEALTH AND HUMAN SERVICES**

<b><u>Name</u></b>	<b><u>Current Rank</u></b>	<b><u>Department</u></b>
Victoria H. Bierman	Assistant Professor	School of Nursing
Eunyoung Lee	Assistant Professor	School of Nursing
Laura E. LaRue	Assistant Professor	School of Nursing
Anthony R. Ramsey	Assistant Professor	School of Nursing
Rana Suzane Duncan-Daston	Associate Professor	School of Social Work

**THEREFORE, BE IT RESOLVED**, that the Board of Visitors approves Tenure for the individuals listed above to become effective the 2016-2017 academic year.

Attachment C

**Resolution Program Name Change  
May 6, 2016**

**BE IT RESOLVED**, that the Board of Visitors of Radford University approves the change of the name of the **Corporate and Professional Communication** program to **Strategic Communication** program.

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

**May 6, 2016**

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

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

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

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

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

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

**NOW, THEREFORE, BE IT RESOLVED**, that the Board of Visitors of Radford University hereby approve in accordance with §5.0 of the *Teaching and Research Faculty Handbook*, Section 1.1.3 - Special Purpose Faculty of the *Teaching and Research Faculty Handbook* is hereby amended to permit the employment of part-time special purpose faculty. Said section is to now read as follows (additions are in **red**):

**1.1.3 Special Purpose Faculty**

Special purpose faculty positions provide special faculty functions such as clinical supervision, writing instruction, or internship supervision. Special purpose faculty hold continuing, full-time **or part-time** appointments, subject to annual reappointment, without eligibility for tenure, and are subject to annual reappointment as described in section 1.5 of this Handbook. Such appointments carry rank with opportunity for promotion and carry full **or part-time** benefits, as outlined in the Personnel Information Manual, except in cases of certain leaves. A terminal degree in the discipline is not required for appointment; however,



special purpose faculty must hold an advanced degree consistent with the accreditation criteria of the discipline and the Southern Association of Colleges and Schools.

**RADFORD UNIVERSITY BOARD OF VISITORS**

**Resolution**

**May 6, 2016**

**Approval of 2016-17 Tuition and Fees**

**NOW, THEREFORE, BE IT RESOLVED** that the Radford University Board of Visitors approves tuition and fees for the 2016-17 academic year as reflected in the attached Summary of Proposed 2016-17 Tuition and Fees beginning with the Fall 2016 semester and continue thereafter until otherwise adjusted by the Board of Visitors.

**Summary of Proposed 2016-17 Tuition and Fees**

	<u>Approved 2015-16</u>	<u>Proposed 2016-17</u>	<u>Dollar Increase</u>	<u>Percent Increase</u>
<b>Undergraduate</b>				
<b><u>In-state Undergraduate (full-time) - Recommendation for Tuition &amp; Mandatory Fees is 2.77%</u></b>				
Tuition	\$6,788	\$6,991	\$203	2.99%
Mandatory Technology Fee	54	54	0	0.00%
Mandatory Comprehensive Fee	2,967	3,036	69	2.33%
<b>Total In-state Undergraduate</b>	<b>\$9,809</b>	<b>\$10,081</b>	<b>\$272</b>	<b>2.77%</b>
Room - Standard Double	4,978	5,127	149	2.99%
Board - 19 Meal Plan	3,868	3,984	116	3.00%
<b>Total In-state Undergraduate Living in University Housing</b>	<b>\$18,655</b>	<b>\$19,192</b>	<b>\$537</b>	<b>2.88%</b>
<b><u>Out-of-state Undergraduate (full-time) - Recommendation for Tuition &amp; Mandatory Fees is 0.31%</u></b>				
Tuition	\$18,626	\$18,626	\$0	0.00%
Mandatory Capital Fee	446	446	0	0.00%
Mandatory Technology Fee	54	54	0	0.00%
Mandatory Comprehensive Fee	2,967	3,036	69	2.33%
<b>Total Out-of-state Undergraduate</b>	<b>\$22,093</b>	<b>\$22,162</b>	<b>\$69</b>	<b>0.31%</b>
Room - Standard Double	4,978	5,127	149	2.99%
Board - 19 Meal Plan	3,868	3,984	116	3.00%
<b>Total Out-of-state Undergraduate Living in University Housing</b>	<b>\$30,939</b>	<b>\$31,273</b>	<b>\$334</b>	<b>1.08%</b>

	<u>Approved 2015-16</u>	<u>Proposed 2016-17</u>	<u>Dollar Increase</u>	<u>Percent Increase</u>
<b>Graduate</b>				
<b><u>In-state Graduate (full-time) - Recommendation for Tuition &amp; Mandatory Fees is 2.79%</u></b>				
Tuition	\$7,640	\$7,868	\$228	2.98%
Mandatory Technology Fee	54	54	0	0.00%
Mandatory Comprehensive Fee	2,967	3,036	69	2.33%
<b>Total In-state Graduate</b>	<b>\$10,661</b>	<b>\$10,958</b>	<b>\$297</b>	<b>2.79%</b>

<b><u>Out-of-State Graduate (full-time) - Recommendation for Tuition &amp; Mandatory Fees is 0.35%</u></b>				
Tuition	\$16,394	\$16,394	\$0	0.00%
Mandatory Capital Fee	446	446	0	0.00%
Mandatory Technology Fee	54	54	0	0.00%
Mandatory Comprehensive Fee	2,967	3,036	69	2.33%
<b>Total Out-of-state Graduate</b>	<b>\$19,861</b>	<b>\$19,930</b>	<b>\$69</b>	<b>0.35%</b>

### **Differential Tuition & Fees**

#### **Master of Occupational Therapy (MOT) In-State (per credit hour)**

Tuition	\$324	\$333	\$9	2.78%
Mandatory Technology Fee <sup>1</sup>	3	3	0	0.00%
Mandatory Comprehensive Fee <sup>1</sup>	124	127	3	2.42%
<b>Total In-state Graduate MOT</b>	<b>\$451</b>	<b>\$463</b>	<b>\$12</b>	<b>2.66%</b>

#### **Master of Occupational Therapy (MOT) Out-of-State (per credit hour)**

Tuition	\$865	\$890	\$25	2.89%
Mandatory Capital Fee <sup>1</sup>	19	19	0	0.00%
Mandatory Technology Fee <sup>1</sup>	3	3	0	0.00%
Mandatory Comprehensive Fee <sup>1</sup>	124	127	3	2.42%
<b>Total Out-of-state Graduate</b>	<b>\$1,011</b>	<b>\$1,039</b>	<b>\$28</b>	<b>2.77%</b>

<sup>1</sup> For applicable differential tuition programs, students enrolled in 12 to 18 credit hours will be assessed up to the annualized rate of \$1,518 per semester for the mandatory comprehensive fee, \$27 per semester for the technology fee, and \$223 per semester for the Out-of-State Capital Fee.

	<u>Approved 2015-16</u>	<u>Proposed 2016-17</u>	<u>Dollar Increase</u>	<u>Percent Increase</u>
<b><u>Doctor of Nursing Practice (DNP) In-State (per credit hour)</u></b>				
Tuition	\$433	\$445	\$12	2.77%
Mandatory Technology Fee <sup>1</sup>	3	3	0	0.00%
Mandatory Online Program Fee <sup>2</sup>	25	25	0	0.00%
<b>Total In-state Graduate DNP</b>	<b>\$461</b>	<b>\$473</b>	<b>\$12</b>	<b>2.60%</b>

<b><u>Doctor of Nursing Practice (DNP) Out-of-State (per credit hour)</u></b>				
Tuition	\$884	\$910	\$26	2.94%
Mandatory Capital Fee <sup>1</sup>	19	19	0	0.00%
Mandatory Technology Fee <sup>1</sup>	3	3	0	0.00%
Mandatory Online Program Fee <sup>2</sup>	25	25	0	0.00%
<b>Total Out-of-state Graduate DNP</b>	<b>\$931</b>	<b>\$957</b>	<b>\$26</b>	<b>2.79%</b>

<b><u>Doctor of Physical Therapy (DPT) In-State (per credit hour)</u></b>				
Tuition	\$413	\$424	\$11	2.66%
Mandatory Technology Fee <sup>1</sup>	3	3	0	0.00%
Mandatory Comprehensive Fee <sup>1</sup>	124	127	3	2.42%
<b>Total In-state Graduate DPT</b>	<b>\$540</b>	<b>\$554</b>	<b>\$14</b>	<b>2.59%</b>

<b><u>Doctor of Physical Therapy (DPT) Out-of-State (per credit hour)</u></b>				
Tuition	\$858	\$883	\$25	2.91%
Mandatory Capital Fee <sup>1</sup>	19	19	0	0.00%
Mandatory Technology Fee <sup>1</sup>	3	3	0	0.00%
Mandatory Comprehensive Fee <sup>1</sup>	124	127	3	2.42%
<b>Total Out-of-state Graduate DPT</b>	<b>\$1,004</b>	<b>\$1,032</b>	<b>\$28</b>	<b>2.79%</b>

<sup>1</sup> For applicable differential tuition programs, students enrolled in 12 to 18 credit hours will be assessed up to the annualized rate of \$1,518 per semester for the mandatory comprehensive fee, \$27 per semester for the technology fee, and \$223 per semester for the Out-of-State Capital Fee.

<sup>2</sup> The online program fee applies to select differential tuition programs that are offered fully online. This fee is assessed on a per credit hour basis in lieu of the comprehensive fee.

	<u>Approved 2015-16</u>	<u>Proposed 2016-17</u>	<u>Dollar Increase</u>	<u>Percent Increase</u>
<b><u>Master of Fine Arts in Design Thinking In-State (per credit hour)</u></b>				
Tuition	\$639	\$657	\$18	2.82%
Mandatory Technology Fee <sup>1</sup>	3	3	0	0.00%
Mandatory Online Program Fee <sup>2</sup>	25	25	0	0.00%
<b>Total In-state Graduate DNP</b>	<b>\$667</b>	<b>\$685</b>	<b>\$18</b>	<b>2.70%</b>

**Master of Fine Arts in Design Thinking Out-of-State (per credit hour)**

Tuition	\$639	\$657	\$18	2.82%
Mandatory Capital Fee <sup>1</sup>	19	19	0	0.00%
Mandatory Technology Fee <sup>1</sup>	3	3	0	0.00%
Mandatory Online Program Fee <sup>2</sup>	25	25	0	0.00%
<b>Total Out-of-state Graduate DNP</b>	<b>\$686</b>	<b>\$704</b>	<b>\$18</b>	<b>2.62%</b>

<sup>1</sup> For applicable differential tuition programs, students enrolled in 12 to 18 credit hours will be assessed up to the annualized rate of \$1,518 per semester for the mandatory comprehensive fee, \$27 per semester for the technology fee, and \$223 per semester for the Out-of-State Capital Fee.

<sup>2</sup> The online program fee applies to select differential tuition programs that are offered fully online. This fee is assessed on a per credit hour basis in lieu of the comprehensive fee.

**Part-time, 2016 Wintermester and Summer<sup>3</sup> Rates**

<b><u>Tuition</u></b>	<b><u>Approved 2015-16</u></b>	<b><u>Proposed 2016-17</u></b>	<b><u>Dollar Increase</u></b>	<b><u>Percent Increase</u></b>
<i>Undergraduate</i>				
In-state	\$283	\$291	\$8	2.83%
Out-of-state	776	776	0	0.00%
<i>Graduate</i>				
In-state	318	328	10	3.14%
Out-of-state	683	683	0	0.00%
In-state MOT	324	333	9	2.78%
Out-of-state MOT	865	890	25	2.89%
In-state DPT	413	424	11	2.66%
Out-of-state DPT	858	883	25	2.91%
In-state DNP	433	445	12	2.77%
Out-of-state DNP	884	910	26	2.94%
In-state MFA	639	657	18	2.82%
Out-of-state MFA	639	657	18	2.82%
Virginia Educator	245	251	6	2.45%
<b><u>Other Mandatory Fees</u></b>				
Technology Fee	3	3	0	0.00%
Out-of-state Capital Fee	19	19	0	0.00%
Online Program Fee <sup>2</sup>	25	25	0	0.00%
Comprehensive Fee	124	127	3	2.42%

<sup>2</sup>The online program fee applies to select differential tuition programs that are offered fully online. This fee is assessed on a per credit hour basis in lieu of the comprehensive fee.

<sup>3</sup>Summer III only - full-time students taking 12 to 18 credit hours are charged the annualized rate schedule instead of the per credit hour rate schedule.

## Comprehensive Fee

	<u>Approved 2015-16</u>	<u>Proposed 2016-17</u>	<u>Dollar Increase</u>	<u>Percent Increase</u>
<b>Mandatory Comprehensive Fee</b>				
Athletics	\$1,180	\$1,180	\$0	0.00%
Auxiliary Building/Facilities	240	248	8	3.33%
Auxiliary Support	185	194	9	4.86%
Debt Service	299	299	0	0.00%
Recreation	260	275	15	5.77%
Student Activities	124	129	5	4.03%
Student Health	297	312	15	5.05%
Student Union	265	276	11	4.15%
Transportation	117	123	6	5.13%
<b>Total Comprehensive Fee</b>	<b>\$2,967</b>	<b>\$3,036</b>	<b>\$69</b>	<b>2.33%</b>

## Fall & Spring Annual Room Rates<sup>4</sup>

	<u>Approved 2015-16</u>	<u>Proposed 2016-17</u>	<u>Dollar Increase</u>	<u>Percent Increase</u>
<b>Room</b>				
Traditional double	\$4,408	\$4,540	\$132	2.99%
Standard double	4,978	5,127	149	2.99%
Traditional single	6,434	6,627	193	3.00%
Standard single	7,082	7,294	212	2.99%
University managed apartments	5,136	5,290	154	3.00%

<sup>4</sup>Notes:

a) Double occupancy rooms which remain tripled after the census date will receive a weekly 25 percent prorated credit on their respective room rate.

b) Summer rates are prorated based on the approved annualized rate for a standard room.



**Fall & Spring Annual Board & Meal Plan Rates<sup>5</sup>**

	<b>Approved 2015-16</b>	<b>Proposed 2016-17</b>	<b>Dollar Increase</b>	<b>Percent Increase</b>
<b>On-Campus Board Plan</b>				
Flex Plan	\$3,752	\$3,865	\$113	3.01%
19 Meal Plan	3,868	3,984	116	3.00%
15 Meal Plan	3,764	3,877	113	3.00%
<b>Off-Campus Meal Plan (optional)</b>				
Flex Jr. Plan	\$1,896	\$1,953	\$57	3.01%
65 Meal Plan	946	974	28	2.96%
90 Meal Plan	1,309	1,348	39	2.98%
5 Meal Plan	1,394	1,436	42	3.01%

<sup>5</sup> Notes:

- a) Summer rates are prorated on the approved annualized rate.
- b) Select board and meal plans may not be available each term.

**Resolution Approving the Radford  
University Emergency Operations  
Plan  
May 6, 2016**

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

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

**WHEREAS**, the *Code of Virginia § 23-9.2:9* states that all public institutions of higher education shall develop, adopt, and keep current a written crisis and emergency management plan; and

**WHEREAS**, the Radford University Board of Visitors adopted a resolution on September 4, 2008, approving the original Radford University Emergency Operations Plan; and

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

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

**WHEREAS**, such a plan has been developed in coordination with the Virginia Department of Emergency Management with input from university departments and the City of Radford Emergency Management Agency;

**NOW THEREFORE BE IT RESOLVED** that the Radford University Board of Visitors, on this 6th day of May, 2016, does hereby officially adopt the Radford University Emergency Operations Plan dated May 2016, to include plans and procedures for both peace time and war-caused disasters.



Quarterly Report to the Board of Visitors  
President Penelope W. Kyle  
May 5-6, 2016

**ACADEMIC AFFAIRS**

**College of Humanities and Behavioral Sciences**

- *Adscape* has been recognized by the American Advertising Federation with a 2016 Mosaic Award in the Multicultural Student Programs category. *Adscape*, a joint effort of the Radford University School of Communication and the Roanoke chapter of the American Advertising Federation, brings to Radford groups of students from underrepresented populations in the Roanoke area to explore careers in the advertising industry. Ms. Leigh Anne Kelley, Special Purpose Instructor in Communication, will accept this national award on behalf of the School of Communication.
- The Criminal Justice Department is very pleased to announce that thanks to Program of Distinction funding provided by the Radford University Board of Visitors, Dr. Rachel Santos will join the faculty as the inaugural Criminal Justice Research Professor. Dr. Santos has administered state, federal and foundation grants of over \$4 million and will provide leadership to the department's enhanced efforts in the pursuit of external grants to support research in crime and justice at Radford University.
- Dr. Nicole Petersen, Assistant Professor of Psychology, was recently awarded \$45,330 by ACT, Inc. for her research in psychometrics. The award is for "Development and Initial Testing of the SJT (Situational Judgment Test of Interpersonal Skills)."
- Dr. Guy Axtell, Associate Professor of Philosophy, has been granted a Visiting Research Fellowship at the University of Edinburgh's *Institute for Advanced Studies in the Humanities*. Dr. Axtell will complete his fellowship while on faculty professional development leave from Radford.

**College of Business and Economics**

- The SMIPO (Student Managed Investment Portfolio Organization) in the College of Business & Economics earned the top fund ranking for the Value Fund Category – Undergraduate Division at the 2016 Global Asset Management Education Forum (GAME) in New York City on April 2.
- The MBA Program was ranked for the first time by U.S. News & World Report in the publication's 2017 Best Business School part-time MBA rankings.
- April 8 was the second COBE night and tailgate party at a Radford baseball game. The event attracted nearly 100 COBE students, faculty, staff, and alumni to network and to cheer on the Highlanders despite the cold wind and early start time.

- COBE students Amanuel Dereb and Kwabena Tuffour won awards at the Phi Beta Lambda State Leadership Conference held at the Wyndham Virginia Crossings Hotel and Conference Center, Glen Allen, Virginia, on April 2, 2016. Fourteen institutions of higher learning across the state participated in the competitions. Kwabena won for Financial Concepts, Third Place, Amanuel won for Web Design, First Place, and Kwabena won for Web Design, First Place. Amanuel and Kwabena have qualified to compete at the National Leadership Conference in June to be held in Atlanta, Georgia.

### **College of Graduate Studies and Research**

- Approval of two new graduate certificate programs by SCHEV. The first, a Professional Writing Certificate, is a 13 credit hour on-line program aimed at working professionals and current graduate students who wish to enhance their skills and earning potential in the professional communication employment field.
- The second, the graduate certificate in Psychiatric Mental Health Nurse Practitioner, is a 23 credit hour on-line program targeted to current Advanced Practice Nurses (APNs) who work in the mental health field. The certificate will allow its holders to be reimbursed through the Medicare and Medicaid programs and greatly expands the availability of mental health services in the region which are in critical shortage.
- As of the end of March, faculty have generated \$2.9 million in sponsored program activity up 2.7% from last year while submitting \$9.7 million in applications, down 11% from last year.

### **College of Science and Technology**

- Dr. Jason Davis, Dr. Joy Caughron and Dr. Sarah Redmond in the Department of Biology accompanied twelve Radford University students who made oral and poster presentations at the national meeting of the Society for Integrative and Comparative Biology in Portland, Oregon, during January 3-7, 2016.
- During the afternoon of February 27, 2016, CSAT faculty and students participated in the annual CSAT Open House event where nearly 200 guests were welcomed to campus including approximately 50 accepted students and approximately 150 of their family members.
- Dr. Rhett Herman, Professor of Physics, accompanied eight Radford University students and three Southwest Virginia Governor's School students to Barrow, Alaska, during March 5-12 to continue their research on climate change and arctic ice. The project this year used Thermachron sensors to correlate temperature readings on the ice with satellite data. Their results will be presented at the annual meeting of the American Geophysical Union in San Francisco.
- On Friday, February 5, 2016, the Department of Information Technology hosted the kickoff meeting for the Applied Research Center consortium (ARC). Made up of business leaders and educators, the ARC consortium builds partnerships that enable student participation in real-world projects based on relevant business needs.

### **College of Education and Human Development**

- Dr. Michael Moore is the new Web Editor/Coordinator for the Virginia Association for Health, Physical Education, Recreation and Dance (VAHPERD), in addition to The Virginia Journal and The Communicator Editor (both are VAHPERD publications). He

has also begun to work with the Virginia Athletic Training Association as a Web Editor/Coordinator.

- Dr. Dave Sallee hosted a certification for his students in Olympic weightlifting. Leo Totten, former Olympic weightlifter, held a 3-day event at Radford University to certify students. Dr. Sallee worked with the Office of University Advancement and helped design a faculty and alumni giving campaign for this event allowing fundraising to offset the cost to students for their course and certification. His students will travel to the International Weightlifting meet in May to conduct research on weightlifting form related to performance of Olympic weightlifters.

### **College of Visual and Performing Arts**

- Art Professor Halide Salam was selected to be featured in the March issue of *Women of Distinction*. She was on the cover and featured in an Ipod interview that was also published in the magazine.
- Art Professor Andrew Ross coordinated the first juried exhibition of photographs made by undergraduate students throughout Virginia. The exhibition was a success, attracting visitors from throughout the state.
- Holly Murdock, from Utah, will be the first student to graduate from the 100% online MFA in the Design Thinking program this spring. Her thesis, Art Therapy and Syrian Refugee Children: Using a Design Thinking Framework to Develop Empathy, led to the design of a prototype that may help alleviate the stress, fear and psychosocial effects of long-term refugee camp living.
- The Radford University Wind Ensemble under the direction of Dr. Wayne Gallops recently returned from an international Study Abroad trip to Ireland. In the largest university sponsored travel abroad opportunity ever at RU, sending forty-two student musicians and four faculty members together over spring break presenting performances at the Royal Irish Academy of Music, St. Mary's Cathedral in Killarney, Trinity College in Dublin, and the Dublin Airport.
- Chair/Professor danah bella presented faculty-student collaborative creative research at the American College Dance Association's Mid-Atlantic Regional Conference. This project was selected, out of 60, to represent the Mid-Atlantic Region at the American College Dance Association's National Dance Festival in June, giving students the opportunity to perform at the Kennedy Center in Washington, D.C.
- Theatre faculty Andrew O'Neal, David Wheeler and Carl Lefko attended the 2016 United States Institute for Theatre Technology Conference and Stage Expo in Salt Lake City, Utah, along with two students on March 15-20. Senior Kyle Gillikin was selected to participate in the Stage Management Mentor Project, in which he was paired with a stage manager mentor from the acclaimed Guthrie Theatre. Senior Ritza Pacheco-Lopez was selected to present her scenic art portfolio in the Undergraduate Technicians Forum.

### **Waldron College of Health and Human Services**

- The School of Nursing submitted a \$300,000 grant to the Tobacco Commission to expand the RN-BSN program.
- The College hosted its 3<sup>rd</sup> Annual Waldron College Interprofessional Symposium & Expo on April 12 in Heth Hall. The Symposium serves as an opportunity for Waldron College faculty and students to share their accomplishments with the university. This

year over 75 faculty and students in the college described their scholarly work through poster and podium presentations throughout the day.

- Dr. Ken Cox hosted a Lunch and Learn with alumni and donors in Roanoke, Virginia on April 5.
- Diversity and Equity campaign: The Committee developed the Waldron College Character Campaign entitled: *Who are WE? Fostering Character Among Health and Human Services Professions*. The campaign's objectives were to 1) increase awareness of who "we" are and what "we" do; 2) explore what it takes to be "us" within our professional disciplines; 3) appraise the qualities "we" share and the qualities that differentiate each of our health and human services professions; 4) encourage others to join our professions.
- The Waldron College led the efforts for Dr. Corey Cassidy, Associate Dean, to participate in the VA Department of Education Inclusion Day at McHarg Elementary School on April 5. The event focused on kids with disabilities (seen and unseen) and promoting awareness and acceptance in the schools.

### **Provost's Office**

- Radford University, through a contract being negotiated by the International Education Center, is in the final stages of entering an agreement with Fujen International to recruit students from China and up to nine other Asian countries at no cost to our institution, significantly increasing our recruitment efforts abroad.
- In support of the Retention Strategic Plan, the Pre-major Advising Center along with the other professional advisors will host a campus-wide Academic Advising Conference for Radford University faculty and staff on April 26. The conference will provide professional development opportunities responsive to the needs of our advisors, faculty and student support professionals.
- Through collaborative work and support from the International Education Center (IEC), the Scholar-Citizen Initiative (SCI), and the Office of Undergraduate Research and Scholarship (OURS), students and faculty traveled over spring break to various locations engaging in research and creative productions and participating in local and global outreach. Programs traveled to Alaska with Dr. Rhett Herman's Arctic Geo-Physics Class, St. John in the Virgin Islands with Dr. Jeremy Wojdak's Tropical Field Biology class, and Dr. Wayne Gallops' Wind Ensemble Ireland Tour. These signature experiences contribute to the campus culture of engaged learning.
- The faculty-led Maker movement at RU is continuing to grow exponentially, with faculty-student research projects like the Smart beehive project bringing together design and science faculty and students with community and corporate partners to invent new ways to study a pressing problem, to the RU Makers living learning community providing innovative and engaging pedagogy to retain students at RU, and the Techno Make Days and Spring Film Challenge in collaboration with Radford City Public Schools, connecting local school children and teachers to Radford University undergraduates and faculty around Making.
- Office of Undergraduate Research and Scholarship highlights include a record number of undergraduate students supported to present their work across the country from Florida to Oregon; 19 Summer Undergraduate Research Fellowship awards were granted, and 276

student presentations on their research, scholarship, and creative works are scheduled to be delivered at the 25<sup>th</sup> Student Engagement Forum, one of the oldest in the nation.

- The Interim Coordinator of Student Retention, the Director of the Office of New Student Programs, and others met frequently in February and early March in an iterative process with representatives of the Office of Institutional Research to investigate retention-related questions about the freshman cohort that entered in fall 2015.
- Based upon what we learned, we developed a presentation on enrollment management and retention that includes findings and recommendations. The presentation was shared with approximately 15 leadership teams around campus during March and April.

## **FINANCE and ADMINISTRATION**

### **Facilities Management**

- McConnell Hall, Data Center UPS replacement
- Davis Hall, completion of Carilion room adjacent to Artis Lab
- Center for the Sciences Geology Museum
- Dedmon Center Natatorium, removal of pool
- Preston Hall Bondurant Auditorium, repairs to high ceiling
- Kyle Hall, new sidewalk installed facing Moffett
- Moffett Hall, new sidewalk installed from Tyler Ave. to Bolling Hall
- Dedmon Center baseball field, applied brick to backstop
- Cupp Stadium, installed high netting for lacrosse program
- Muse Hall, removed and replaced all stairwell light fixtures
- Campus exterior, cleaning of all academic buildings
- Campus, organized and support campus-wide shredding event
- Campus, organized and supported household hazardous waste collection event in collaboration with Radford City and New River Resource Authority
- Completed capital audit in February 2016
- Assistant Director of Budget & Finance position filled March 25, 2016
- Execution of new lease – 326 Clement St., April 1, 2016
- Processed lease renewals for:
  - Unity Christian Church, Parking
  - Roanoke Higher Ed – Teaching and Office Space
  - RU West
  - 512 Davis St.
  - Carilion Roanoke Memorial Hospital – Physical Therapy

### **Facilities Planning & Construction**

- Capital projects underway
  - College of Human & Behavioral Sciences scheduled for temporary occupancy and furnishings in summer 2016, with classes starting in September 2016.
  - Draper Hall residence hall renovation scheduled for August 2016 move-in.

- Whitt Hall renovation has been advertised for construction bids, with construction start anticipated for June 2016.
- Muse Hall architect/engineer is well underway on design of life safety systems upgrade project, with construction start scheduled for June 2016.
- Upcoming Capital projects
  - Reed-Curie renovation pre-programming activities underway. AE selection underway, with design start scheduled for July 2016.
- Maintenance Reserve projects – scheduled for construction in summer 2016
  - Parapet and capstone/roofing repairs at Peters Hall and Davis Hall.
  - Re-roofing projects at Martin Hall and McConnell Library.
  - Steps repairs/replacement at Martin Hall.
- Provided support for numerous other projects across campus
  - Pre-final completion of campus architectural review to comply with Department of Historic Resources.
  - Lounge renovations in Muse Hall.
  - Art Annex roof replacement.
- Continued overall significant campus space planning and associated design and renovation activities to facilitate space needs and impacts due to new construction coming on-line.
- Initiated several system reviews and studies to facilitate future campus infrastructure improvements, including storm drainage and medium voltage electrical distribution.

### **Office of Emergency Preparedness and Environmental Health & Safety**

- On February 25, OEP staff collaborated with Virginia Department of Health/New River Health District and Virginia Department of Emergency Management to host a prototype functional exercise for managing an outbreak of Middle East Respiratory Syndrome - Corona Virus (MERS-CoV). This was a five-hour, two-phased exercise where RU officials and staff (Dean of Students, Student Health Services, Police Department, University Services/Chartwells) activated and utilized our Infectious Disease Outbreak Control Plan for the 1<sup>st</sup> phase morning session; Radford City, Carilion New River Valley Medical Center, New River Health District officials/staff participated in the 2<sup>nd</sup> phase afternoon session.
- On February 29, the Presidential campaign candidate Donald Trump event was conducted at the University's Dedmon Center. OEP/EHS collaborated with Police Department, Facilities Management, and Athletics Department to develop and implement an Emergency Operations/Incident Action Plan for internal coordination, and also external coordination with Secret Service, State Police, Radford City, Montgomery and Pulaski County law enforcement, emergency managers, fire/EMS personnel, Carilion NRV Medical Center, and the Near Southwest Preparedness Alliance.
- On March 24, RU departments (OEP/EHS, Athletics, Police, Dean of Students, Department of Criminal Justice staff/students, and School of Communications staff/students) collaborated with New River Health District staff to conduct a functional and tabletop exercise for investigating/managing an Infectious Disease Registered Agent incident by incorporating the following modules: Report of Illness in Select Agent Researcher, Response to Incident, and Collaborative interviews of suspects/exposed individuals.



- OEP staff continues providing support to Human Resources by presenting Emergency Preparedness/Environmental Health & Safety information for New Employee Orientation on a bi-monthly schedule. Additionally, staff contributes to the Our Turn sessions with presentations for Terrorism & Security Awareness and Incident Command System training.
- OEP and RU Police staff, in collaboration with Criminal Justice staff, are presenting Department of Homeland Security “Active Shooter” training on an as-requested basis. Regularly scheduled training for “active shooter” presentations are under development.
- Passenger Van Safety & Operation training is ongoing; to date, 51 faculty and staff have successfully completed the program. The Van Safety Training Program will continue to be offered on a bi-monthly schedule.
- Ensured testing was completed on all the new fume hoods and biosafety cabinets within the recently opened Center for the Sciences.
- Began implementation of new lab signage designed to aid First Responders and Facilities staff.
- Completed annual fire extinguisher checks on extinguishers throughout the campus.
- Continued coordination with Facilities Management and Residential Life to address/comply with State Fire Code Regulations.

## **STUDENT AFFAIRS**

### **Housing Restructuring**

- Implementation of the restructuring of Housing and Residential Life has begun and will occur over a two year period.

### **Living Learning Communities**

- Radford University has begun to position itself as an exemplar in higher education for its work on Living Learning Communities (LLCs). Honors Housing, Advanced Research Opportunities (ARO), Biology Connections, and the Community of Artists all saw this academic year as increased opportunities for student leadership and an enhanced development of the residential curriculum for participants.
- Recruiting for two new Living Learning Communities has begun and includes the ECO Connections and RU Makers. In total, the seven Living Learning Communities offered next year can provide an opportunity for up to approximately 250 students to participate in a unique educational opportunity.

### **Disability Resource Office**

- Emily Stringer, a volunteer for Radford University’s Eye to Eye Chapter, joined the ranks of Diplomat for the National Eye to Eye organization.

### **Student Recognition Award Ceremony**

- Outstanding Student Award winners have been selected
  - 198 nominations
  - 64 applications

- Winners:
  - Freshmen
    - Jonathan Charnock
    - Madeline Murchie-Beyma
  - Sophomores
    - Devin Jones
    - Benjamin Marshall
  - Juniors
    - Joya Garris
    - Chloe Hughes
  - Seniors
    - Helen Currant
    - Hannah Gullickson
  - Graduate
    - Holly Thomas
    - Chris Wilson
- Advisory Excellence
  - Kemberly Campbell- Radford University Student Nursing Association
- Community Service Award
  - Selu Garden and Service Club- Community Garden
- Outstanding Student Organization Award
  - National Student Speech Language Hearing Association
- Program Excellence
  - Global Love Program- Alpha Kappa Alpha Sorority, Inc.
- Unsung Hero
  - Aubrey Hicks- Alpha Sigma Alpha

### **Radford Day of Service**

- The Radford Service Day was held on April 6 with over 100 students and staff participating. While the weather displayed cold, wind and snow squalls, the number of agencies benefiting from the volunteerism and the number of volunteers increased from the 2015 fall service day project. A few of the sites included:
  - Boy Scouts of America - Camp Powhatan
  - Boy Scouts of America Claytor Lake Camping Facility
  - Bisset Park - City of Radford
  - “Dark-Side” Street Clean-Up
  - “Light-Side” Street Clean-Up
  - A couple of elderly neighbors self-identified in the area
  - His Provision Food House
  - Radford University campus

### **Student Involvement**

- The Committee on Clubs and Organizations (COCO) has approved 18 new and 8 reactivated student organizations so far this academic year, bringing the total number of registered student organizations to a record-high 277.

### **Ignite Student Leadership Conference**

- 110 students registered to attend the conference
- Dr. John Igwebuikwe, the Vice Provost of Academic Affairs at Alcorn State University, was the keynote speaker

### **Student Recreation and Wellness Center**

- The SRWC has hosted over 205 events from January 19 - March 30 and another 82 scheduled in April, with the total number of patrons exceeding 75,000 (48% Female, 52% Male).
- The SORC (outdoor fields) has hosted over 130 practices, games, and events despite the challenging weather and with 58 events scheduled in April.

### **Wellness/Fitness Program**

- Staff offered 58 classes per week in 11 formats (such as Yoga, BodyPump and Zumba) with over 5,200 participants as of March 20.

### **Intramural Program**

- Spring sports to date have served 1,647 participants in 7 leagues and 16 tournaments.
- Female participation accounts for 34.30% of the IM participants.
- Bubble soccer, sand volleyball, 3vs3 outdoor basketball, and pickleball are new offerings this semester.

## **INFORMATION TECHNOLOGY**

### **RU Mobile**

- Replacing Ellucian Mobile with Dublabs
- Cost savings & additional functionality
- Roll out for Quest and Fall Opening

### **Reorganization**

- New director of Web & Mobile Technologies
- Repurpose positions to increase focus
- Clarify responsibilities and gain efficiencies

### **Classroom Upgrades**

- Updated 20 campus classroom projectors to LASER type projectors which will provide longer life and instant-on capability.
- Completed a telepresence room in the new Center for the Sciences. This room becomes part of an integrated telepresence system on campus.
- Completed a Symon technology upgrade for digital signage. Additional features include added video formats and simpler program graphics. A new weather program addition will allow for a more streamlined and integrated presentation.

### **Information Security**

- The Information Security Officer (ISO) is working with Network Services to implement a re-architected Firewall/IPS configuration which will provide enhanced throughput, reliability and security for the university network.
- The ISO also expects to install tools this summer that provide visibility and intrusion detection for the university network.

### **Installation of Technology for the Center for the Sciences**

- Completed installation of infrastructure, AV and computers with continuing support of faculty and students in the use of the new technology in this building.

### **Planning, Purchases & Support for the College of Humanities and Behavioral Sciences Building**

- Working closely with Capital Outlay and Construction to provide information, feedback and updates to the contractor as work continues on the College of Humanities and Behavioral Sciences building.
- Selection of vendors and equipment orders for network infrastructure, AV equipment and other technology hardware for the building is currently underway.

### **IT infrastructure**

- Planning, design and testing of wireless network architecture upgrades are underway with implementation planned in May.
- Worked with Carilion to provide wireless access for the Doctor of Physical Therapy (DPT) students, faculty and staff at the Carilion Roanoke Community Hospital.
- Provisioned servers and disk storage and provided support for the upgrade to Degree Works and the RU mobile app.
- Enabled disk based backups of RU systems to a new backup appliance located in the Virginia Tech data center.

### **CAS/Shibboleth Single Sign on Project**

- In order to provide a more secure mechanism for integration with hosted systems, working to complete the migration of several existing systems to Shibboleth or Central Authentication Service (CAS). Integration with Kaltura, Parchment and iGrad have been completed. Integration planning is underway for University Tickets, ServiceNow, Barnes and Noble Ignite and RU Express.

### **Technology Support Services**

- Planned for the move of the Technology Assistance Center from Heth Hall to Walker Hall.
- Processed approximately 6,658 support requests during the 2016 spring semester.
- Approximately 50 technology training workshops were offered during the 2016 spring semester to provide faculty and staff with opportunities to enhance their technology skills.
- Planning for the installation of Windows 10 on classroom and computer lab systems during the summer of 2016 is currently underway.

- Transitioned campus computers from Symantec Endpoint Protection to Microsoft System Center Endpoint Protection.
- Ordered computers to begin the annual faculty/staff computer replacement cycle with initial rollouts of Windows 10 computers in April.

### **Commonwealth Accounting and Reporting System (Cardinal)**

- As stated by the Commonwealth of Virginia Comptroller, David VonMoll, “The Cardinal Project allows us to address a challenging issue – modernization of our Financial Management Systems that are vital to the Commonwealth’s financial well-being.”
- On February 1, Radford University began utilizing online Cardinal functionality and locally developed interfaces to synchronize the Banner ERP accounting system with Cardinal.

### **Enterprise Systems**

- Planning and implementation is underway for the next major release of the Banner ERP system, Banner XE. The first module, Student Registration, will be installed in a test environment in May 2016.
- Planning and implementation is underway for the next major upgrade of the Enterprise Reporting environment to support Degree Works reporting.
- The ECSI migration and implementation from Campus Partners for Perkins Loan processing is in progress.
- Planning and implementation is underway for several Banner 8 upgrades in May 2016, which are required to support the Banner Financial Aid regulatory updates.

### **Student Advising System**

- A new project was initiated on April 5 to implement Starfish, the product that was acquired last year by Hobsons to replace the AgileAdvisor solution.
- The Starfish Implementation Project team was formed and the planning phase is underway.

### **Identity & Access Management**

- Continue to progress on schedule and within budget.

### **Risk Management**

- Completed the Heat Map of the top ten risks that could impact the mission of Radford University.

## **UNIVERSITY ADVANCEMENT**

- A Day of Service was spearheaded by Sigma Phi Epsilon alumni and current students in Leesburg at the late John Signorello ‘89 (Feb. 1, 1966 –May 25, 2012) farm house. Widower Carolyn Signorello ‘89 and four young children were asked to put together a “honey do” list and the alumni volunteers completed that list on April 2.

- Richmond alumni gathering prior to the March RU Foundation Board meeting with over 65 in attendance. Matt Crisp started this gathering prior to the board meetings.
- On April 13 at Calfee Park in Pulaski, over 700 attended the Baseball Radford vs. Tech game and Radford was able to once again come home with the victory.
- Athletics – secured 125k gift to assist with the baseball loan.
- The McGlothlin Celebration of Teaching event was a success.
- Over 400 graduating seniors have given \$5,000 this year.

## **UNIVERSITY RELATIONS**

### **University Relations Positions Filled**

- Director of Creative and Marketing Services
- Senior Graphic Design Manager
- Multimedia Producer

### **Advancement Communications**

- Giving Report
- Winter Magazine
- Worked with every undergraduate college dean to create a printed deans letter to raise funds for the greatest needs of the colleges.
- Transition events support
- Stewardship Event support
- Alumni emails: 25
- Fundraising emails: 30
- Event registration pages: 8
- Giving/donation pages: 12

### **Creative Services**

- Fundraising/Advancement materials such as Giving Report, magazine, Solicitations, alumni banners, and Alumni Volunteer brochure
- Academic materials such as various departmental brochures, Summer Session promotions
- Event invitations and support- Diversity Reception, Women’s History Month, Commencement, Martin Luther King Week, Homecoming
- Support Branding efforts – New campus banners, on-going brand compliance support

### **Media Services**

Radford University has gained recent media coverage to include:

- Naming of Kyle Hall
- School of Nursing graduates excel on nursing licensing exams

- Backpack Program (expansion of program filling backpacks with nutritious food for grade school student at risk for hunger)
- SGA visits DC for Advocacy Day and another day to discuss college affordability.
- WDBJ 7 tour of Center for the Sciences
- Emergency Management class live drill (simulated HAZMAT scenario)
- Hosted regional Science Fair
- US Dept. of Education recognized RU for efforts to expand higher education to low-income students via Pell Grant
- Joggin' for your Noggin: 5k to raise funds/awareness for brain injury
- Announcement of Sen. Warner as commencement speaker
- Participation in national Cyber Security competition
- Hosting McGlothlin Awards for Teaching Excellence
- Military Resource Center bringing mobile Veteran Services to campus to serve community

### **Web Communications and Strategy**

- Made consistent, timely, and relevant homepage banner image updates including a new ambient video
- Added Library and Alumni to the Quick Links function on the homepage
- Added Title IX Reporting to the red footer of the university website
- Provided RU Mobile art direction and content creation for upgrade
- Created and added four new rotating banners for the College of Graduate Studies and Research homepage
- Redesigned Office of Diversity and Equity website
- Built and moved Institutional Research website into university content management system
- Edited Behaviors of Concern and Threat Management website
- Created and maintained Spring Commencement 2016 website
- Updated and maintained Alaska research trip website
- Updated and maintained RARE website
- Updated and maintained marketing landing pages
- Updated residence halls webpage with new photos of each residence building
- Initiated initial design phase for a new online Radford magazine website
- Commenced update of search results in a new and improved search mechanism on radford.edu

## **ATHLETICS**

### **Men's Basketball**

- Record: 16-15 overall, 9-9 Big South
- Notched signature wins over Georgetown and Penn State in the first half of the season
- Finished seventh in the Big South regular-season standings

- Rashun Davis, Cameron Jones and Ed Polite, Jr. were named All-Big South honorees; Justin Cousin was tabbed to the all-academic team
- Former standout Javonte Green led his professional team (Club PiexeGalego) to Spain's LEB Silver Division regular-season championship in April; Was also named League MVP

### **Women's Basketball**

- Record: 18-13 overall, 13-7 Big South
- Tied for third in the Big South regular-season standings despite suffering four ACL injuries during the year
- Aisha Foy and Janayla White were named to the All-Big South first team, while Lydia Rivers was recognized on the all-freshman team and Rachael Ross was selected to the all-academic team
- Radford had two honorees on the first team for the first time since 1992-93
- The Highlanders advanced to the semifinals of the Big South tournament for the first time since 2013
- The 18 wins are the most in a single season since 2007-08

### **Women's Indoor Track and Field**

- Katy Harriman (high jump), Naihla Rose-Delia (shot put) and Jessica Shelton (pentathlon) earned All-Big South honors at the 2016 Big South Indoor Track and Field Championships

### **Baseball**

- Record: 8-24 overall, 3-6 Big South
- Six former Highlanders are currently playing for their respective minor league teams

### **Softball**

- Record: 24-15 overall, 7-5 Big South
- Radford has already exceeded its win total from last season in head coach Aileen Morales' first year with the program.

### **Men's Tennis**

- Record: 3-15 overall, 1-7 Big South
- Finished eighth in the Big South regular-season standings

### **Women's Tennis**

- Record: 1-14 overall, 1-8 Big South
- Finished ninth in the Big South regular-season standings

### **Women's Lacrosse**

- Record: 1-10 overall, 0-4 Big South
- Radford earned its first-ever win in program history on March 5 vs. Howard, 19-8



ATTACHMENT H

**RESOLUTION OF THE RADFORD UNIVERSITY  
BOARD OF VISITORS**

**May 6, 2016**

**APPROVAL OF 2015-2016 ANNUAL DEFERRED COMPENSATION CONTRIBUTION**

**WHEREAS**, the Board of Visitors of Radford University (the “Board”) and Penelope Ward Kyle (the “President”) previously entered into an Employment Agreement dated as of September 13, 2012, and amended March 28, 2015;

**WHEREAS**, Section F.7 of such Employment Agreement provides as follows:

7. Deferred Compensation. The President will participate in a one or more deferred compensation program(s) sponsored by the University and paid for from Other Funds. Each fiscal year during the Term of this Agreement, the Board shall make a contribution under the deferred compensation program. The amount of such contribution shall be no less than one-third (1/3), nor more than eight-fifteenths (8/15), of the President's Base Salary for the fiscal year. Any contribution in excess of one-third of salary will be made based on performance during the prior year. The contribution shall be made on or before the last day of each fiscal year.

**WHEREAS**, the Board desires to make a Deferred Compensation Contribution for fiscal year 2016;

**THEREFORE, BE IT RESOLVED**, that for fiscal year 2015-2016 the University shall make a Deferred Compensation Contribution in an amount equal to one-third (1/3) of the President’s base salary as authorized in the Employment Agreement, dated September 13, 2012, and amended March 28, 2015.

Report to the Board of Visitors  
from the Faculty Representative to the Board  
Added - September 14, 2016

# Radford University Faculty Senate

RADFORD  
UNIVERSITY

September,  
2016

# The Role of the Faculty Senate

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- “to enable the faculty to fulfill its function with respect to academic and educational policies and other affairs of Radford University”
- “to assure forceful and articulate representation of faculty interests and of the faculty view of the common good of the university community”
- to “serve as the official voice of the faculty on all matters which fall within its jurisdiction. It may express an opinion or take a stand on any issue affecting the faculty, academic life, or the academic environment at Radford University”

- From Faculty Senate Constitution

# Faculty Senate Executive Committee

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- **President** - Dr. Carter Turner, Associate Professor of Religious Studies and Chair of the Department of Philosophy and Religious Studies
- **Vice President** - Dr. Susan Schoppelrey, Professor and Associate Director of the School of Social Work
- **Secretary** - Dr. Kim Gainer, Professor of English and Associate Dean of the College of Humanities and Behavioral Sciences
- **At Large** - Dr. Suzanne Ament, Associate Professor of History
- **At Large** - Dr. Prahlad Kasturi, Professor and Chair of the Department of Economics

# Faculty Senate Composition

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- Currently 47 faculty senators.
- Each department/school has one representative; Remaining senators are apportioned based on number of faculty in each college.
- The Faculty Senate meets every Thursday alternating between full-senate meetings and committee meetings.
- Each senator sits on one of the following committees:
  - Resource Allocation
  - Faculty Issues
  - Campus Environment
  - Curriculum
  - Governance

# Resource Allocation Committee

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- University Budget and Priorities
- Long-Range Planning
- Academic Resources
  - Library
  - Technology Support
  - Departmental Equipment and Supplies
  - Grants and Contracts

# Faculty Issues Committee

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- Tenure
- Post-Tenure Review
- Faculty Evaluations Procedures
- Grievance Policies/Due Process
- Diversity Issues
- Research and Professional Development
- Academic Calendar



# Campus Environment Committee

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- Faculty and Student Needs
  - Faculty Evaluations Procedures
  - Grievance Policies/Due Process
  - Diversity Issues
  - Research and Professional Development
  - Academic Calendar
- Enrollment
  - Enrollment Management and Planning
  - Recruitment and Admissions
- Catalogs
- Faculty and Student Quality Improvement

# Curriculum Committee

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- Academic Policies and Procedures
  - Registration
  - Advising
  - Class Loads
- Undergraduate Curriculum
  - General Education
  - Requirements for Graduation
  - Degree Programs
  - Program Evaluations
- Graduate and Extended Education

# Governance

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- Faculty Senate Constitution and Membership
- Internal Governance Structure and Functionality
  - Maintain Consistency among IG Documents
  - Identify Decision Making Pathways
- Evaluation of Deans

REPORT TO THE BOARD OF VISITORS  
FROM THE STUDENT REPRESENTATIVE  
TO THE BOARD

# Student Representative Report to the Board of Visitors

RADFORD  
UNIVERSITY

# Platform Ideas

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- **Omicron Delta Kappa**
- **Male Student Leadership Initiative**
- **Campus Unity Fest**

# Omicron Delta Kappa (OΔK)

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# Male Student Leadership Initiative

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**INDEPENDENT MEN ACHIEVING GOALS  
IN EDUCATION**



# Campus Unity Fest

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# QUESTIONS?

**RADFORD**  
UNIVERSITY

ACTION ITEM - 2016-2017 OPERATING BUDGET

**Action Item**  
**Approval of the Radford University 2016-17 Operating Budget**

**Item:**

Board of Visitors approval of the Radford University 2016-17 operating budget.

**Executive Summary:**

Each year, the Chief Financial Officer/Vice President for Finance and Administration is responsible for presenting the University's projected annual operating budget to the Board of Visitors for the upcoming fiscal year. The 2016-17 operating budget was developed in consideration of projected enrollment levels, actions taken by the Governor and General Assembly during the 2016 session, Board-approved tuition and fee rates, the strategic goals of the University, and the economic outlook.

The University's annual budget development cycle builds upon the existing multi-year strategic budget plans developed by each division. This collaborative process provides the framework for the University's Six-Year Plan submission to the State and positions the institution for continued success. The 2016-17 operating budget reflects a judicious use of anticipated resources; addressing unavoidable cost increases while maintaining the instructional integrity of program support and other student services. Therefore, the proposed 2016-17 operating budget represents a prudent and reasonable presentation of the University's financial position.

In combination with the Commonwealth's improving financial outlook the 2016 General Assembly session signaled a renewed investment in higher education. The increased support is expected to make a difference in reversing the trend of prior year funding declines. The legislature has consciously made education, at all levels, a pillar of which the Commonwealth can build upon.

The \$5.7 million of estimated general fund support allocated to the University is designated to support a three percent state mandated salary increase, fringe benefit rate changes, and increased need-based scholarships. Additionally, increased general fund support was allocated to the institution as an incentive to deliver quality education, limit the impact of future tuition increases, and increase graduation rates among in-state students. The increased support for existing operations to be received in 2016-17 will greatly assist in mitigating the impact of mandatory cost increases and assist the institution in remaining a low cost, high quality provider of education.

It should be noted, however, while the Commonwealth's 2015-16 fiscal year-end revenue exceeded that of the prior year, as of June 30, 2016 the Commonwealth was \$266.3 million (or 1.8 percent) below its original 2015-16 revenue forecast. This shortfall exceeds the one percent threshold for a mandatory reforecast and a deferral of budgeted raises for state employees. The revised forecast is to be submitted to the House Appropriations and Senate Finance Committees in advance of the September 1, 2016 deadline. The University will closely monitor the Commonwealth's financial outlook and realign resources as necessitated by structural changes to the 2016-17 appropriations act.

**Six-Year Planning Processes and 2016-17 Budget Development:**

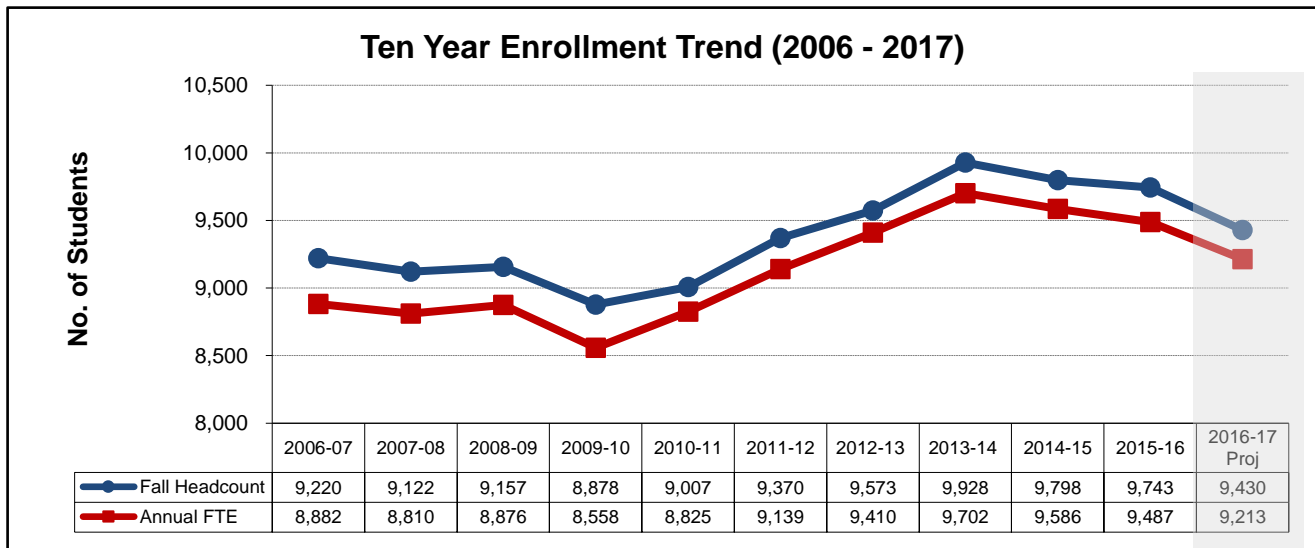
The Virginia Higher Education Opportunity Act of 2011 (TJ21) was passed by the 2011 General Assembly and is based on recommendations from the Governor’s Commission on Higher Education Reform, Innovation and Investment formed through Executive Order No. 9 issued in March, 2010. The TJ21 legislation requires institutions of higher education to prepare and submit a “Six-Year Plan” by July 1<sup>st</sup> each year in accordance with criteria outlined by the Higher Education Advisory Committee (HEAC). This landmark legislation also codifies a funding framework for higher education and identifies specific goals such as 100,000 new undergraduate degrees by 2025, increased retention and degree completion, optimal year-round utilization of resources, and investments in STEM-H programs.

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

**Enrollment Trend:**

Within recent history, Radford University experienced a significant enrollment growth in total student population. Between fall 2010 and fall 2013 the University increased 877 full-time equivalent (FTE) students from 8,825 to 9,702 respectively. Since that time, total enrollment has declined slightly but is anticipated to level off.

Following is the 10-year history on enrollment trends based on student headcount and full-time equivalent (FTE):



Considering fall 2015 census data, guidance from SCHEV on enrollment trends, and demographic changes in the high school student pipeline, the 2016-17 proposed tuition and fees rates are based on a conservative enrollment target. These projections are less than that of the current year, but is a prudent decision given the current recruitment landscape. It should be noted that actual enrollments will not be known until fall census (Monday September 12, 2016). Once actual enrollments are known any necessary budget adjustments will be presented at that time.

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

Radford University is very reliant upon state general fund support due to the significant number of in-state undergraduate students served (94.2 percent as of fall 2015). SCHEV's calculation identifies that the University's E&G program should be funded 62 percent by the state and 38 percent through institutional nongeneral fund sources (i.e. tuition, E&G fees, etc.). However, SCHEV's most recent calculation (September 2015) reflects an inversion with the University funding 61 percent from institutional nongeneral fund sources and 39 percent from state funding.

### **Mandatory Cost Increases:**

#### ***2016 General Assembly Session Action***

During the 2016 General Assembly Session, the Governor, House of Delegates, and Senate all renewed their commitment and support for higher education by offering funding proposals in support of universities and their students. In total, the final Budget contained approximately \$200 million in general fund support for higher education in fiscal year 2016-17 alone. Radford University's portion of this funding is anticipated to be \$5.7 million.

A portion of this funding will be used to offset the costs associated with a state-mandated three percent salary increase and to address rising fringe benefit costs mostly related to health insurance rate changes of 9.6 percent. This cost will be mitigated slightly by decreases to the employer share of the Virginia Retirement System (VRS) contribution rates due to an originally planned lump sum payment from 2015-16 year-end resources, which will repay VRS for deferred contributions accrued over the 2010-12 biennium.

The largest share of E&G funding support has been appropriated on behalf of Access, Affordability, and Completion. Funds have been allocated across the Universities as an incentive to deliver quality education, limit the impact of future tuition increases, and increase graduation rates among in-state students. In addition, the funding is also expected to be used to support college completion efforts for underrepresented student populations.

Similarly, the support provided for student financial assistance will be used for increased need-based aid at the undergraduate level, while the graduate aid will be used to further the University's graduate assistantship program. It should be noted that the undergraduate aid for 2017-18 has been allocated

directly to SCHEV. Over the course of the next year, the financial aid funding model methodology is to be reviewed by the Higher Education Joint Subcommittee and allocations are likely to change over the next legislative session.

The following schedule reflects the anticipated funding from the 2016 General Assembly Session providing additional general fund support for the University in 2016-17:

**2016 General Assembly Session Funding:**

	<b>2016-17</b>
<b>E&amp;G - Educational &amp; General</b>	
2015-16 Central Account Realignment	\$363,027
2016-17 Central Account Adjustment (a)	
Salary & Fringe Annualization	251,781
Workers Compensation	1,592
Health Insurance & VRS Rate Changes	700,177
2016-17 Central Systems & Insurance	19,146
2016-17 Access, Affordability & Completion	1,482,976
2016-17 3% Salary Increase (b)	839,612
2016-17 Interest Earning / Rebates (b)	180,000
<b>Total E&amp;G General Fund Recommendations</b>	<b>\$3,838,311</b>
<b>SFA - Student Financial Assistance</b>	
In-State Undergraduate Financial Aid	1,685,086
In-State Graduate Financial Aid	171,128
<b>Total SFA General Fund Recommendations</b>	<b>\$1,856,214</b>
<b>Total General Fund Recommendations</b>	<b>\$5,694,525</b>

Notes:

(a) 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 as a placeholder.

(b) The final budget did not provide an institutional breakout for appropriations related to either the 3% Salary Increase or Interest Earnings. Therefore, the funding reflects an estimate of the University's proportionate share of the total allocation.

***Other Mandatory Costs***

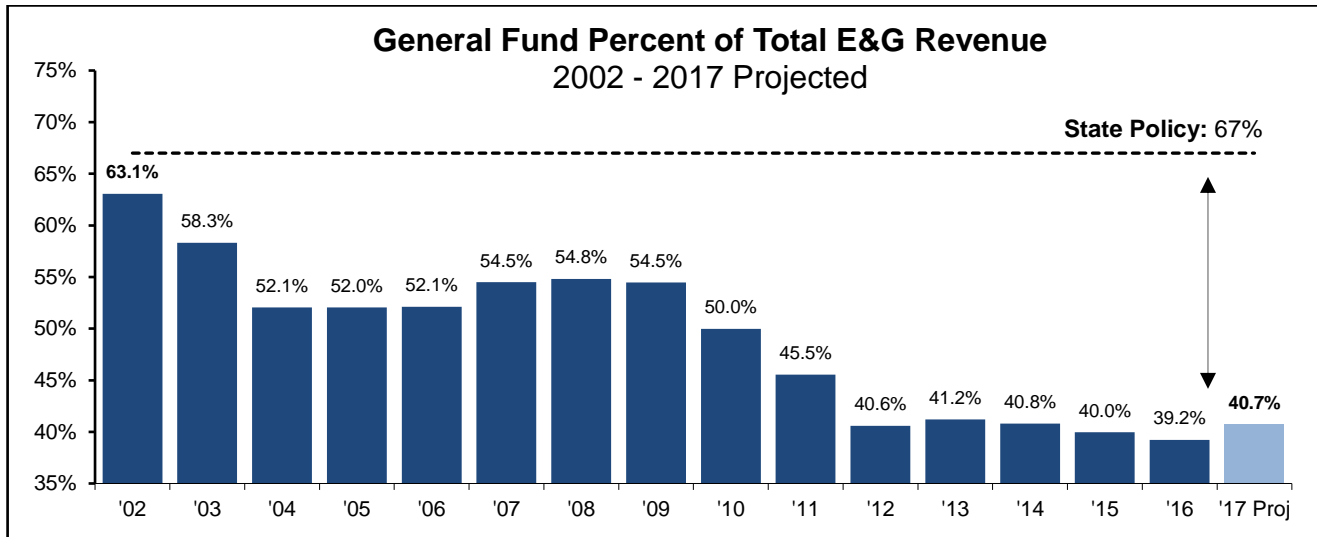
In addition to the state mandated items, the University must also address teaching and research faculty promotion and tenure contractual commitments, operation and maintenance of new and existing facilities, contractual escalators for technology and maintenance contracts, compliance mandates and committed cost for previously approved projects. These initiatives, referred to as central cost commitments, combine to total \$1.7 million. For additional details, Attachment II provides a breakdown of the mandatory cost requirements.

**Funding Sources and Cost Drivers:**

The State policy for funding higher education is to fund 67 percent of the cost of education for in-state students. Figure 1 reflects the status of general fund support for Radford University’s educational and general (E&G) program from 2002 through 2017 (projected) in relation to this policy. Currently, general fund support for the E&G program is projected to be 40.7 percent and general fund support per student FTE is amongst the lowest of the public four-year institutions of higher education.

As demonstrated in Figure 1, the 2016-17 projected E&G general fund split is significantly below the State’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 compare to State policy:**

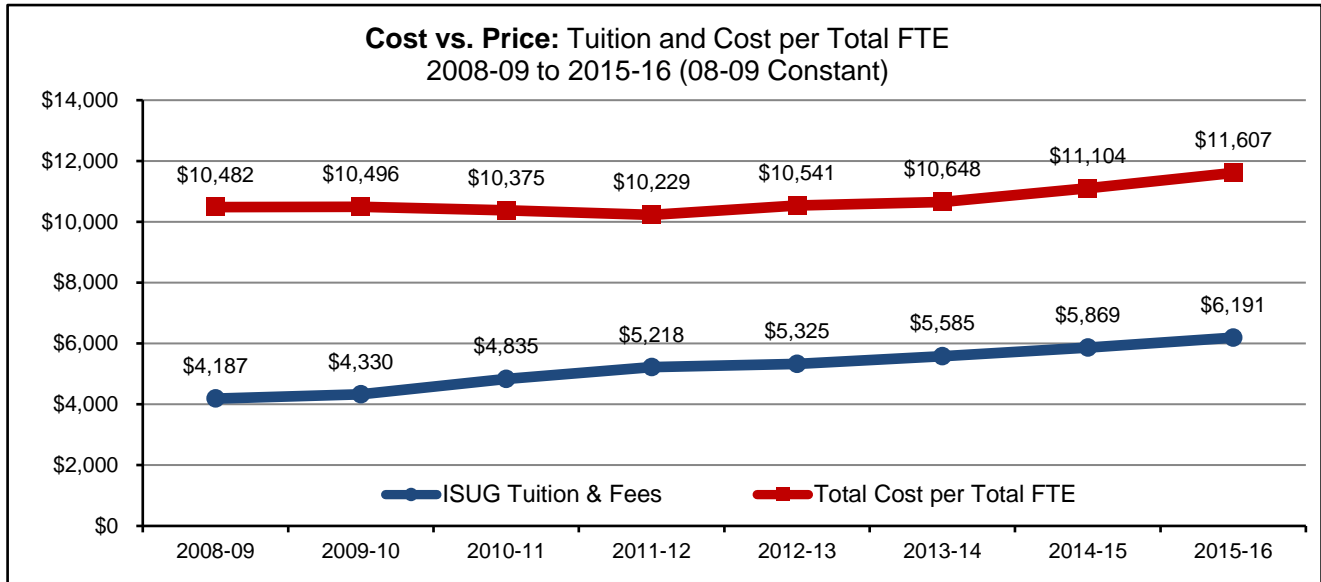


However, as reflected in Figure 2, the cost per student has remained fairly constant since about 2009. This demonstrates the University’s commitment to reducing cost, reallocating resources to the highest priorities, and restructuring operations in order to mitigate the impact of tuition and fee increases.

While in-state undergraduate tuition and fee rates have climbed \$2,004 from 2008-09 to 2015-16 when adjusted for inflation (2008-09 Constant), the total cost per total FTE during the same period has risen \$1,125; ultimately containing cost increases to a more modest pace.



**Figure 2: Cost versus Price trend per total FTE (constant dollars)**



Additionally, using national data from the Integrated Postsecondary Education Data System (IPEDS) for the past decade, Radford University has consistently ranked as the lowest Virginia four-year public institution of higher education in total E&G program functional spending per student FTE. The most recently available spending levels (2013-14) are demonstrated in Figure 3. This reflects the University’s lean operational structure and administrative efficiencies in the E&G program which encompasses costs associated with instruction and support operations.

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

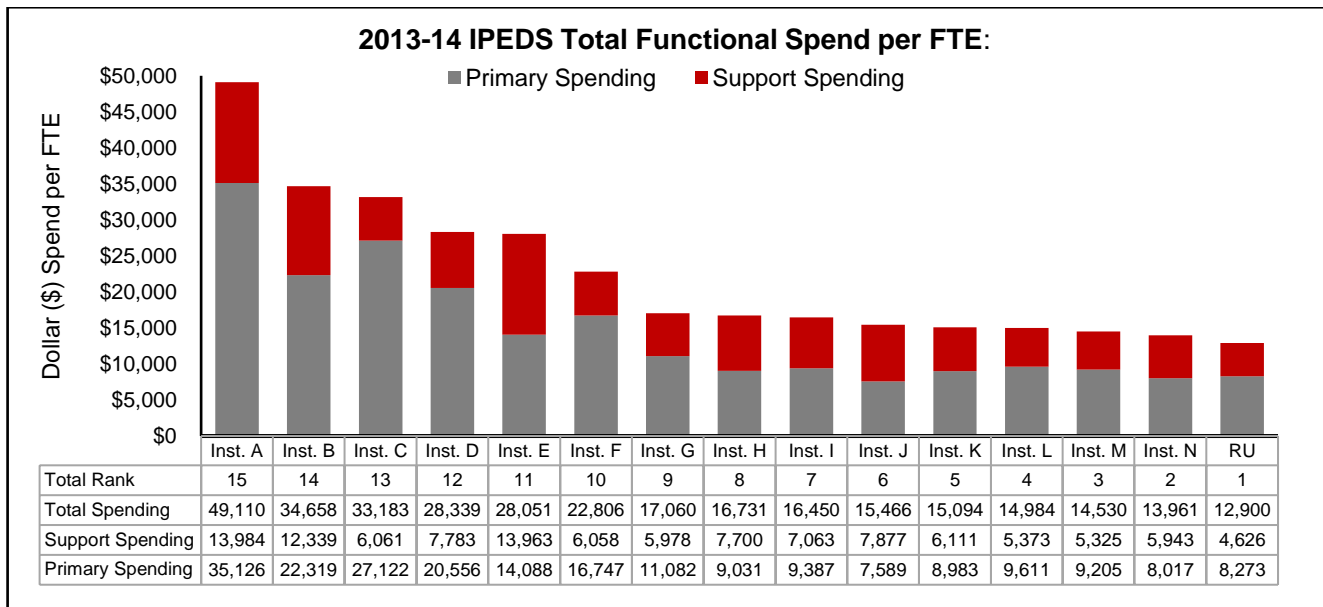
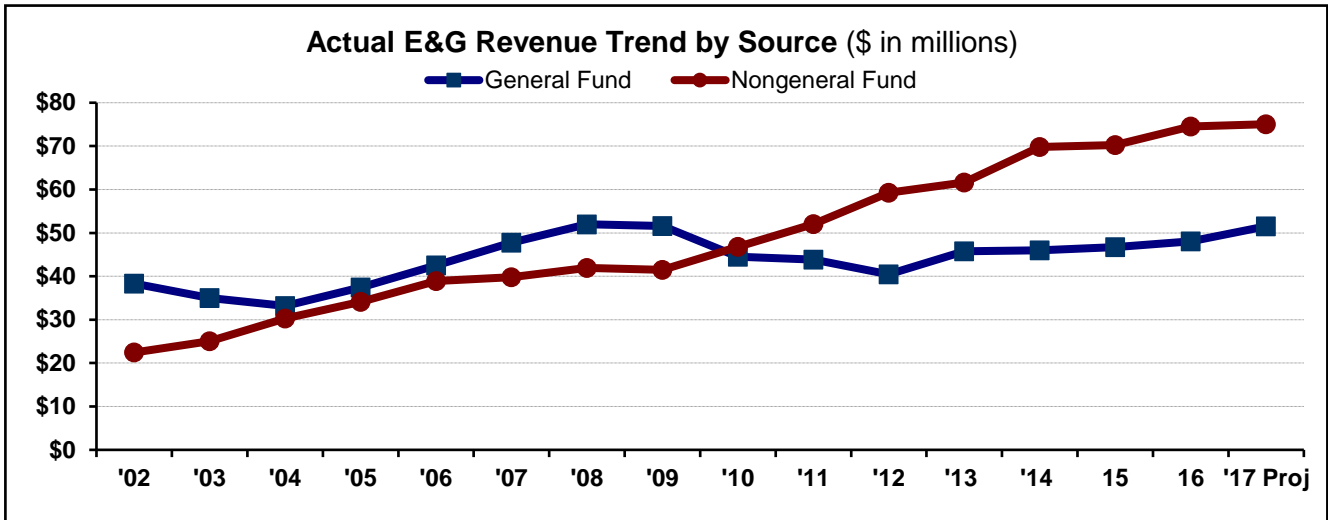


Figure 4 displays the E&G general fund and nongeneral fund trends between 2002 and 2017 (projected). In 2010, as a result of the economic downturn and the sustained loss of general fund support, students and their families began funding the majority of the cost of education. The increase in the nongeneral fund trend in recent years was largely attributable to planned enrollment growth during those years which assisted with mitigating further increases in tuition and fees.

**Figure 4: E&G general fund/nongeneral fund split historical trend (nominal dollars)**



**Proposed Budget**

**2016-17 Projected Total Revenue**

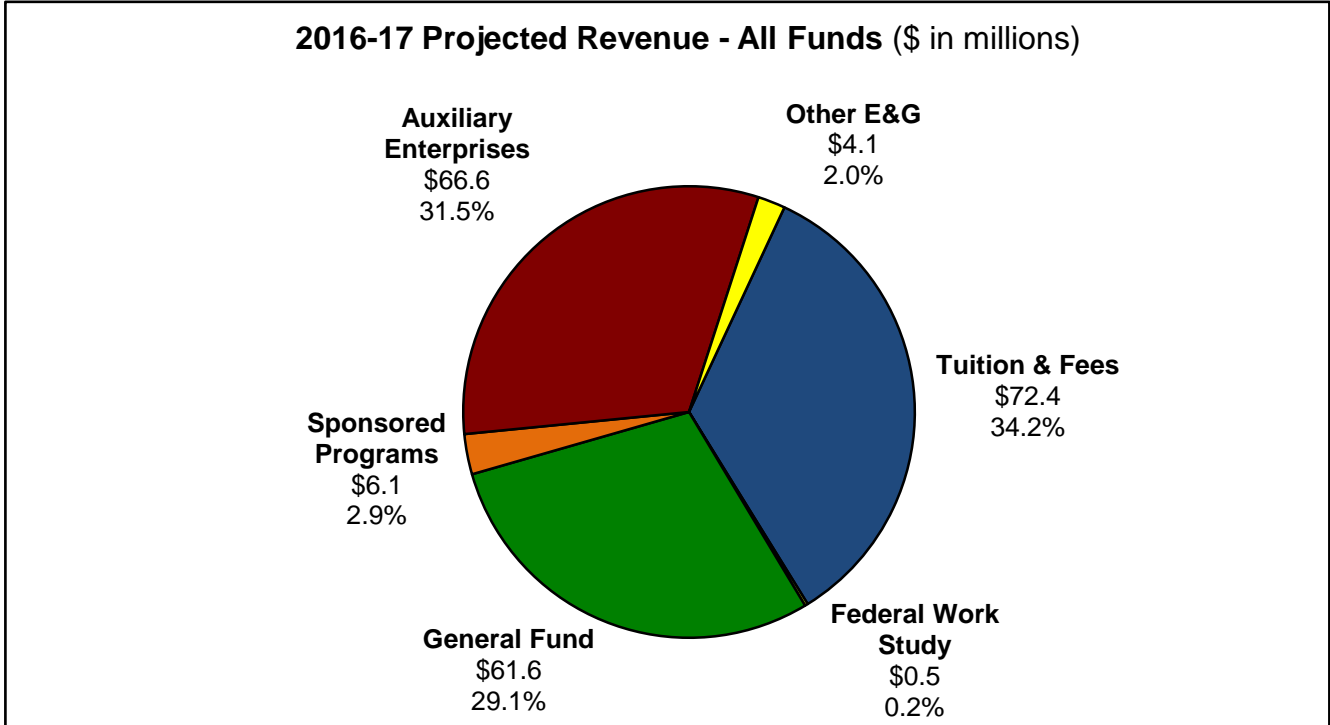
Radford University’s institutional budget is derived from two fund sources:

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

Total University revenue is expected to be \$211.3 million for fiscal year 2016-17, which reflects a 2.7 percent increase above the 2015-16 Adjusted Budget. The increase is attributable to new revenue from additional general fund support from the State, as well as Board approved tuition and fee rates.

The majority of the University’s total operating budget (70.9 percent) is supported through nongeneral fund sources. The remaining 29.1 percent is supported through the general fund. Figure 5 displays the breakdown of projected revenue by major funding sources.

**Figure 5: 2016-17 projected total revenue (all sources and programs):**



**2016-17 Projected Total Expenditures**

Expenditures are expected to total \$206.0 million for 2016-17. Projected expenditures are less than projected revenues due to required Auxiliary Enterprises reserve fund deposits that must be generated to meet the State Council of Higher Education for Virginia (SCHEV) guidelines for operating, equipment renewal and replacement, and future capital projects.

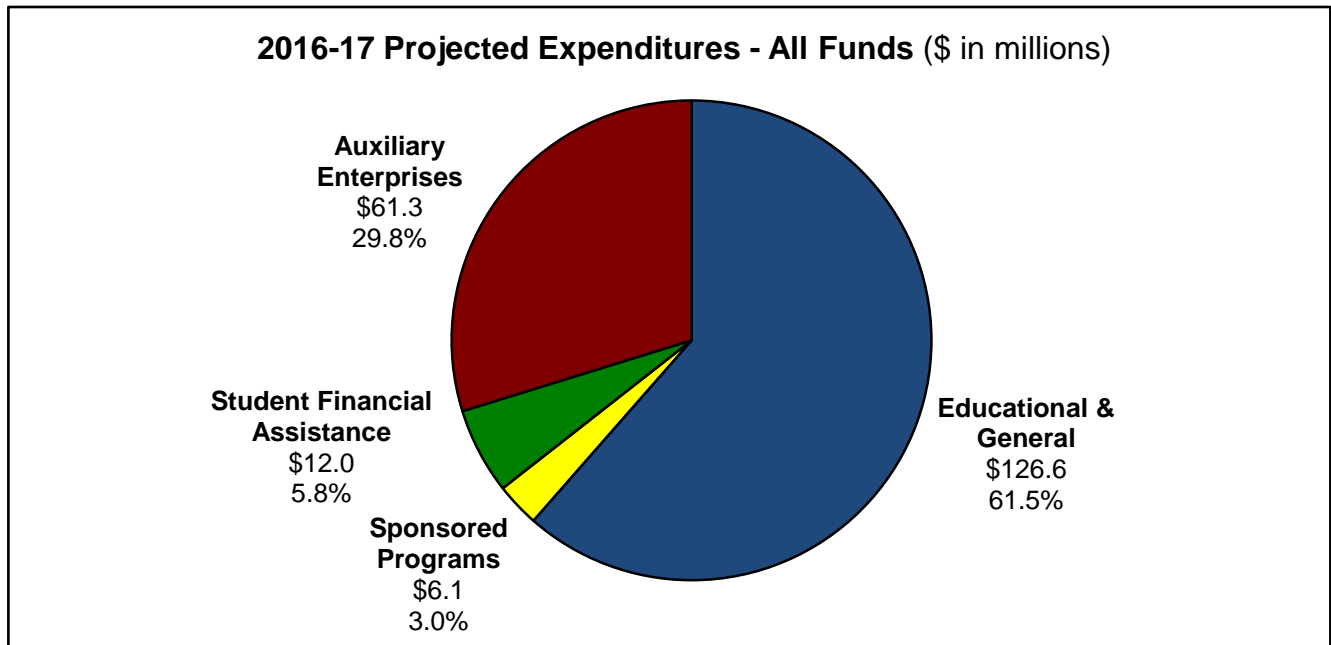
Figure 6 illustrates projected expenditures for each of the major programs which include:

- **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 61.5 percent of the expenditures budgeted while Auxiliary Enterprises accounts for 29.8 percent. The remaining 8.8 percent is split between Student Financial Assistance and Sponsored Programs.

**Figure 6: 2016-17 Projected Expenditures by Major Program:**



Attachment I and Schedules A and B provide an overview of the University’s proposed 2016-17 operating budget by major program. Attachment I details the 2016-17 Funded E&G Initiatives by Division, Schedule A provides an overview of the 2016-17 Total University Operating Budget, and Schedule B reflects the 2016-17 Auxiliary Enterprise Budget by major program area. 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 2016-17 E&G operating budget (base and one-time) totals \$126.5 million. The projected increase in E&G revenue is derived from new general fund support and incremental tuition revenue generated from Board-approved tuition and fees.

In 2016-17, the percentage of the E&G budget supported by general fund is projected to be 40.7 percent. The University is anticipated to receive \$3.8 million in new general fund over the previous year for central appropriation adjustments, State mandated salary and fringe benefit rate increases, and operational investments. Projected E&G nongeneral fund revenue is derived primarily from tuition and fees (\$72.4 million), with all other E&G revenue totaling \$2.7 million.

**Resource Allocations:**

The University continues to seek out reallocation opportunities to fund new initiatives in order to keep costs low and maintain value for the student population. The most notable reallocations within the 2016-17 operating budget are related to program enhancements in the Division of Academic Affairs. In order to finalize the implementation of the mandated Pathways to Excellence programs, i.e. Chemistry, Criminal Justice, and RN-BSN, Academic Affairs will reallocate an additional \$520,800 in 2016-17. In addition, Academic Affairs will be reallocating an additional \$108,017 to fund the initiation of the M.S. in Data and Information Management (DAIM) program.

During the May 2016 Board of Visitors meeting, essential programmatic priorities were outlined and incorporated in the proposed 2016-17 budget. Additionally, unavoidable cost increases and central appropriation adjustments for fringe benefits and State authorized salary increases were considered. While many requests were submitted to further operational priorities, unfortunately due to significant mandatory cost factors and limited incremental revenue availability, only a handful were able to be addressed. Due to the myriad of budget pressures in this budget development cycle only critical programmatic requests were considered from each of the Vice Presidents for 2016-17. Therefore, the allocation of these resources has been deemed necessary to fund the absolute highest priorities across each division and address only the most critical of needs.

Attachment I provides an overview of the E&G base budget initiatives funded in 2016-17. The major programmatic initiatives include support for the state mandated salary increase and fringe benefit rate changes, undergraduate recruitment, transition operations, and operation and maintenance expenses associated with the new facility for the College of Humanities and Behavioral Sciences coming online.

Attachment II illustrates the initial budget assumptions provided to the board in May 2016 as well as any changes that occurred prior to finalization of the actual 2016-17 proposed operating budget.

***Student Financial Assistance Program:***

State support from the general fund is appropriated for scholarships and fellowships to undergraduate and graduate students. The authorized general fund appropriation for fiscal year 2016-17 is \$10.0 million, an increase of \$1.9 million over fiscal year 2015-16. In addition to general fund support, the University continues to commit \$1.9 million from institutional nongeneral fund resources to support undergraduate need-based financial aid.

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

Radford University receives external funding for grants and contracts from a variety of federal, state, private, and local sources. For fiscal year 2016-17, estimated annual activity is projected at \$6.1 million for Sponsored Programs.

***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 other users. The Commonwealth requires Auxiliary Enterprises to be financially self-supporting. For this reason, general fund support and tuition revenue cannot be allocated to these activities.

For fiscal year 2016-17, the revenue budget for Auxiliary Enterprises is projected to be \$66.6 million. The following represents base budget initiatives funded for 2016-17 by major auxiliary enterprise unit. It should be noted that all auxiliary budgets were adjusted to account for fringe benefit rate changes, the state mandated salary increase, and to align indirect cost and utility charges as necessary.

- Dining Services:
  - Increased vendor contract payment escalator
  - Renewal & replacement of facilities & equipment
- Housing and Residential Services:
  - First year implementation of a professional residence hall director reorganization
  - Renewal and replacement of facilities and equipment
- Parking and Transportation
  - Transit operations local match
- Student Health Services
  - Annual contract escalator (CPI)
  - Immunization compliance management system
- Student Union and Recreation
  - Fitness equipment replacement fund
- Other Auxiliary Enterprises
  - One-time funds to support auxiliary infrastructure improvements
- Intercollegiate Athletics
  - Student athlete insurance escalators
  - Big South Conference operating mandates
  - Operational realignments to address current staffing needs

It is projected that approximately \$5.3 million will be generated in 2016-17 for reserve fund contributions which can be used for future debt service, maintenance reserve projects, and construction and/or renovation costs associated with future capital projects.

The following are strategic future considerations for auxiliary reserve balances:

- Hurlburt Hall student center addition
- Muse Hall renovation
- Athletic complex renovation projects
- Maintenance reserve projects
- Equipment renewal and replacement
- Land acquisition
- Future capital projects

**Action:**

Radford University Board of Visitors approval of the 2016-17 operating budget as presented in Schedule A for Total Operating Budget and Schedule B for Auxiliary Enterprises.

**Radford University**  
**E&G Funded Initiatives by Division**  
**2016-17**

*Dollars in Thousands*

	Dollars in Thousands (\$)			FTE
	Mandatory	Programmatic	Total	Positions
<b>Academic Affairs</b>				
Mandatory-DPT Clinical Placements	\$8		\$8	-
Mandatory-Subscription Increases - NC SARA	4		4	-
Mandatory-Promotion & Tenure	149		149	-
Mandatory-Admissions Recruitment	175		175	-
Accounting Certificate Program		20	20	-
DAIM - Reallocation Balance		8	8	-
<b>Academic Affairs Total</b>	<b>\$336</b>	<b>\$29</b>	<b>\$365</b>	<b>-</b>
<b>Central Administration</b>				
Title IX - Paralegal and Operating		\$70	\$70	1.00
<b>Central Administration Total</b>	<b>\$0</b>	<b>\$70</b>	<b>\$70</b>	<b>-</b>
<b>Central Resources</b>				
<b>Salary Increases</b>				
2015-16 2% Sal Incr./Comp Adj - Annualize	\$196		\$196	-
2016-17 3% Salary Incr. - Partial	1,354		1,354	-
<b>Fringe Increases</b>				
State Mandated Health & VRS Adj.	\$968		\$968	-
<b>Other Increases</b>				
Utilities Increases	\$70		\$70	-
Transition Operating Support	226		226	1.00
University One-time Operating	455		455	-
<b>Central Resources Total</b>	<b>\$3,270</b>	<b>\$0</b>	<b>\$3,270</b>	<b>1.00</b>
<b>Information Technology</b>				
Mandatory-Contract Escalators	\$84		\$84	-
<b>Information Technology Total</b>	<b>\$84</b>	<b>\$0</b>	<b>\$84</b>	<b>-</b>
<b>Finance &amp; Administration</b>				
Mandatory-O&M - New Facilities - CHBS	\$378		\$378	5.00
Mandatory-Compliance Mandates	72		72	1.00
Mandatory-Contract Escalators	70		70	-
<b>Finance &amp; Administration Total</b>	<b>\$521</b>	<b>\$0</b>	<b>\$521</b>	<b>6.00</b>
<b>University Relations</b>				
Free Lance Photography		\$15	\$15	-
<b>University Relations Total</b>	<b>\$0</b>	<b>\$15</b>	<b>\$15</b>	<b>-</b>
<b>Grand Total</b>	<b>\$4,211</b>	<b>\$114</b>	<b>\$4,325</b>	<b>7.00</b>



**Radford University**  
**Resource Allocation Analysis**  
**2016-17**

<i>Dollars in Thousands</i>	<b>Original May 2016 Assumptions</b>	<b>Proposed July 2016 Budget</b>	<b>Change</b>
<b>REVENUE</b>			
<b>General Fund Changes</b>			
2016-17 Central Accounts (Adjustment)	\$954	\$954	
2015-16 Central Fund (Alignment)	363	363	
2016-17 Base Funding (Access & Completion)	1,483	1,483	
2016-17 Central Systems & Insurance Changes	19	19	
2016-17 Salary Increase - 3% Partial	840	840	
2016-17 Interest Earnings/CC Rebate	180	180	
<b>Total GF Change</b>	<b>\$3,838</b>	<b>\$3,838</b>	
<b>Nongeneral Fund Changes</b>			
Enrollment Changes - <i>Estimated</i>	(\$1,334)	(\$1,334)	
Tuition Increase - <i>Estimated</i>	1,772	1,805	33
Other NGF Changes		15	15
<b>Total NGF Changes</b>	<b>\$438</b>	<b>\$487</b>	<b>\$48</b>
<b>Total Revenue</b>	<b>\$4,277</b>	<b>\$4,325</b>	<b>\$48</b>
<b>EXPENSES</b>			
<b>Non-Discretionary Cost Increases</b>			
<b>Mandatory Costs</b>			
<b>Salary Adjustments</b>			
2015-16 2% Sal Incr./Comp Adj - 4PPs	\$196	\$196	
2016-17 3% Salary Incr. - 12PPs	1,354	1,354	
<b>Fringe Adjustments</b>			
Health Insurance/VRS Rate Changes	968	968	(0)
<b>Central Cost Commitments</b>			
AA Promotion & Tenure, Admissions, & DPT Clinicals	336	336	
Utilities Increases	70	70	
O&M New Facilities	373	378	5
IT, SA, & Finance Contractual Escalators	159	154	(5)
Transition Operating Support	225	226	1
Facilities - Life Safety & Storm Water	92	72	(20)
Admin Overhead/One-Time Operating	432	455	23
<b>Sub-Total Central Commitments</b>	<b>\$1,688</b>	<b>\$1,693</b>	<b>\$4</b>
<b>Sub-Total Mandatory Costs</b>	<b>\$4,207</b>	<b>\$4,211</b>	<b>\$4</b>
<b>Division Recurring Requirements</b>			
Academic Affairs		\$20	\$20
Central Administration	70	70	0
Information Technology			
Finance & Administration			
Student Affairs			
University Advancement			
University Relations		15	15
<b>Sub-Total Division Requirements</b>	<b>\$70</b>	<b>\$105</b>	<b>\$35</b>
<b>Total Non-Discretionary Cost Increases</b>	<b>\$4,277</b>	<b>\$4,317</b>	<b>\$40</b>
<b>REALLOCATIONS</b>			
<b>Pathways to Excellence &amp; Program Start-up</b>			
PTE - Chemistry, Criminal Justice, RN-BSN	\$521	\$521	
Provost's Reallocation - PTE	(521)	(521)	
DAIM - Start-up	196	116	(80)
Provost's Reallocation - DAIM	(108)	(108)	
<b>Sub-Total Board Mandates &amp; Start-ups</b>	<b>\$88</b>	<b>\$8</b>	<b>(\$80)</b>
<b>Total University Reallocations</b>	<b>\$88</b>	<b>\$8</b>	<b>(\$80)</b>
<b>Total Expense</b>	<b>\$4,365</b>	<b>\$4,325</b>	<b>(\$40)</b>
<b>Surplus / (Deficit)</b>	<b>(\$88)</b>	<b>\$0</b>	<b>\$88</b>

**Radford University  
Proposed University Operating Budget  
2016-17**

Dollars in Thousands

	Annual Budget for 2015-16			2016-17 Adjustments				2016-17
	Original Total Budget	(a) Adjustments	Adjusted Total Budget	Adjusted Total Budget	Technical Adjustments	Base Adjustments	One-Time Adjustments	Recommended Total Budget
<b>Educational and General Programs</b>								
<u>Revenues</u>								
General Fund	\$47,702	\$359	\$48,061	\$48,061	(\$359)	\$3,838	\$0	\$51,540
Tuition and Fees	71,879	553	72,432	72,432	(553)	472	0	72,351
All Other Income	2,506	0	2,506	2,506	(1,231)	15	1,406	2,696
Revenue	\$122,087	\$912	\$122,999	\$122,999	(\$2,144)	\$4,325	\$1,406	\$126,586
<u>Expenditures</u>								
Instructional & Academic Support	(\$81,117)	\$470	(\$80,647)	(\$80,647)	(\$470)	(\$2,059)	\$0	(\$83,176)
All Other Support Programs	(40,970)	(1,382)	(42,352)	(42,352)	2,613	(2,266)	(1,406)	(43,410)
Expenditures	(\$122,087)	(\$912)	(\$122,999)	(\$122,999)	\$2,144	(\$4,325)	(\$1,406)	(\$126,586)
Reserve Draw (Deposit)	0	0	0	0	0	0	0	0
<b>NET</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Student Financial Assistance</b>								
Revenue	\$10,095	\$224	\$10,319	\$10,319	(\$224)	\$1,856	\$0	\$11,951
Expenditures	(10,095)	(224)	(10,319)	(10,319)	224	(1,856)	0	(11,951)
Reserve Draw (Deposit)	0	0	0	0	0	0	0	0
<b>NET</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Sponsored Programs</b>								
Revenue	\$6,100	\$0	\$6,100	\$6,100	\$0	\$0	\$0	\$6,100
Expenditures	(6,100)	0	(6,100)	(6,100)	0	0	0	(6,100)
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	\$68,020	(\$1,685)	\$66,334	\$66,334	\$1,685	(\$1,375)	\$0	\$66,644
Expenditures	(60,666)	(1,500)	(61,251)	(61,251)	815	(143)	(751)	(61,329)
Reserve Draw (Deposit)	(7,353)	3,185	(5,084)	(5,084)	(2,500)	1,519	751	(5,315)
<b>NET</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total University</b>								
Revenues	\$206,301	(\$549)	\$205,752	\$205,752	(\$682)	\$4,806	\$1,406	\$211,282
Expenses	(198,948)	(2,636)	(200,669)	(200,669)	3,183	(6,324)	(2,156)	(205,967)
Reserve Draw (Deposit)	(7,353)	3,185	(5,084)	(5,084)	(2,500)	1,519	751	(5,315)
<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 2015-16 Operating Budget as of July 1, 2015 which was approved by the Board at the September 2015 meeting. Both recurring and one-time operating budgets are included.

(b) Adjusted Total Budget - Reflects the 2015-16 Operating Budget as of June 30, 2016. Both recurring and one-time operating budgets are included.

(c) Recommended Total Budget - Reflects the proposed 2016-17 Original Total Budget as of July 1, 2016. Both recurring and one-time operating budgets are included.

**Radford University**  
**Proposed Auxiliary Enterprise Budget**  
**2016-17**

Dollars in Thousands

	Annual Budget for 2015-16			2015-16	2016-17 Adjustments			2016-17
	Original Total Budget (a)	Adjustments	Adjusted Total Budget (b)	Adjusted Total Budget	Technical Adjustments	Base Adjustments	One-Time Adjustments	Recommended Total Budget (c)
<b>Residential &amp; Dining Programs</b>								
Revenues	\$31,532	(\$1,500)	\$30,032	\$30,032	\$1,500	(\$1,135)	\$0	\$30,398
Expenditures	(28,609)	316	(28,292)	(28,292)	(484)	404	(401)	(28,773)
Reserve Draw (Deposit)	(2,924)	1,184	(1,740)	(1,740)	(1,016)	731	401	(1,624)
<b>NET</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Bookstore</b>								
Revenues	\$850	\$0	\$850	\$850	\$0	(\$210)	\$0	\$640
Expenditures	(269)	0	(269)	(269)	0	(0)	0	(269)
Reserve Draw (Deposit)	(581)	0	(581)	(581)	0	210	0	(371)
<b>NET</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Parking &amp; Transportation</b>								
Revenues	\$1,786	\$0	\$1,786	\$1,786	\$0	\$19	\$0	\$1,805
Expenditures	(1,372)	(94)	(1,466)	(1,466)	172	(168)	(48)	(1,509)
Reserve Draw (Deposit)	(414)	94	(319)	(319)	(172)	149	48	(295)
<b>NET</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Telecommunications</b>								
Revenues	\$566	\$0	\$566	\$566	\$0	\$0	\$0	\$566
Expenditures	(494)	(0)	(494)	(494)	0	(5)	0	(498)
Reserve Draw (Deposit)	(72)	0	(72)	(72)	(0)	5	0	(67)
<b>NET</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Student Health Services</b>								
Revenues	\$3,053	\$0	\$3,053	\$3,053	\$0	\$80	\$0	\$3,134
Expenditures	(2,986)	(28)	(3,014)	(3,014)	67	(89)	(8)	(3,043)
Reserve Draw (Deposit)	(68)	28	(40)	(40)	(67)	9	8	(91)
<b>NET</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Student Programming</b>								
Revenues	\$8,271	\$0	\$8,271	\$8,271	\$0	\$118	\$0	\$8,389
Expenditures	(7,803)	(515)	(8,318)	(8,318)	615	(336)	(27)	(8,066)
Reserve Draw (Deposit)	(468)	515	47	47	(615)	218	27	(323)
<b>NET</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Building &amp; Facilities</b>								
Revenues	\$3,510	\$0	\$3,510	\$3,510	\$0	(\$79)	\$0	\$3,431
Expenditures	(1,692)	(0)	(1,692)	(1,692)	55	131	(55)	(1,561)
Reserve Draw (Deposit)	(1,818)	0	(1,818)	(1,818)	(55)	(52)	55	(1,870)
<b>NET</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Other Enterprise Functions</b>								
Revenues	\$6,020	(\$300)	\$5,720	\$5,720	\$300	(\$162)	\$0	\$5,858
Expenditures	(5,329)	83	(5,097)	(5,097)	(99)	89	(174)	(5,280)
Reserve Draw (Deposit)	(691)	217	(623)	(623)	(201)	73	174	(578)
<b>NET</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Intercollegiate Athletics</b>								
Revenues	\$12,432	\$115	\$12,546	\$12,546	(\$115)	(\$7)	\$0	\$12,425
Expenditures	(12,112)	(495)	(12,607)	(12,607)	489	(170)	(40)	(12,329)
Reserve Draw (Deposit)	(319)	380	61	61	(374)	177	40	(96)
<b>NET</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Auxiliary Enterprise</b>								
<b>Revenues</b>	<b>\$68,020</b>	<b>(\$1,685)</b>	<b>\$66,334</b>	<b>\$66,334</b>	<b>\$1,685</b>	<b>(\$1,375)</b>	<b>\$0</b>	<b>\$66,644</b>
<b>Expenses</b>	<b>(60,666)</b>	<b>(734)</b>	<b>(61,251)</b>	<b>(61,251)</b>	<b>815</b>	<b>(143)</b>	<b>(751)</b>	<b>(61,329)</b>
<b>Reserve Draw (Deposit)</b>	<b>(7,353)</b>	<b>2,419</b>	<b>(5,084)</b>	<b>(5,084)</b>	<b>(2,500)</b>	<b>1,519</b>	<b>751</b>	<b>(5,315)</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 projected 2015-16 Operating Budget as of July 01, 2015 which was approved by the Board at the September 2015 meeting. Both recurring and one-time operating budgets are included.

(b) Adjusted Total Budget - Reflects the 2015-16 Operating Budget as of June 30, 2016. Both recurring and one-time operating budgets are included.

(c) Recommended Total Budget - Reflects the proposed 2016-17 Original Total Budget as of July 1, 2016. Both recurring and one-time operating budgets are included.

DRAFT

Radford University Board of Visitors  
Business Affairs & Audit Committee  
Approval of 2016-17 Radford University Operating Budget

**Resolution**  
**September 16, 2016**

**Approval of the Radford University 2016-17 Operating Budget**

**BE IT RESOLVED**, the Radford University Board of Visitors approves the fiscal year 2016-17 operating budget as presented in Schedule A for Total Operating Budget and Schedule B for Auxiliary Enterprises.

**Radford University  
Proposed University Operating Budget  
2016-17**

Dollars in Thousands

	Annual Budget for 2015-16			2016-17 Adjustments				2016-17
	Original Total Budget	(a) Adjustments	Adjusted Total Budget	Adjusted Total Budget	Technical Adjustments	Base Adjustments	One-Time Adjustments	Recommended Total Budget
<b>Educational and General Programs</b>								
<u>Revenues</u>								
General Fund	\$47,702	\$359	\$48,061	\$48,061	(\$359)	\$3,838	\$0	\$51,540
Tuition and Fees	71,879	553	72,432	72,432	(553)	472	0	72,351
All Other Income	2,506	0	2,506	2,506	(1,231)	15	1,406	2,696
Revenue	\$122,087	\$912	\$122,999	\$122,999	(\$2,144)	\$4,325	\$1,406	\$126,586
<u>Expenditures</u>								
Instructional & Academic Support	(\$81,117)	\$470	(\$80,647)	(\$80,647)	(\$470)	(\$2,059)	\$0	(\$83,176)
All Other Support Programs	(40,970)	(1,382)	(42,352)	(42,352)	2,613	(2,266)	(1,406)	(43,410)
Expenditures	(\$122,087)	(\$912)	(\$122,999)	(\$122,999)	\$2,144	(\$4,325)	(\$1,406)	(\$126,586)
Reserve Draw (Deposit)	0	0	0	0	0	0	0	0
<b>NET</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Student Financial Assistance</b>								
Revenue	\$10,095	\$224	\$10,319	\$10,319	(\$224)	\$1,856	\$0	\$11,951
Expenditures	(10,095)	(224)	(10,319)	(10,319)	224	(1,856)	0	(11,951)
Reserve Draw (Deposit)	0	0	0	0	0	0	0	0
<b>NET</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Sponsored Programs</b>								
Revenue	\$6,100	\$0	\$6,100	\$6,100	\$0	\$0	\$0	\$6,100
Expenditures	(6,100)	0	(6,100)	(6,100)	0	0	0	(6,100)
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	\$68,020	(\$1,685)	\$66,334	\$66,334	\$1,685	(\$1,375)	\$0	\$66,644
Expenditures	(60,666)	(1,500)	(61,251)	(61,251)	815	(143)	(751)	(61,329)
Reserve Draw (Deposit)	(7,353)	3,185	(5,084)	(5,084)	(2,500)	1,519	751	(5,315)
<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>
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Revenues	\$206,301	(\$549)	\$205,752	\$205,752	(\$682)	\$4,806	\$1,406	\$211,282
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<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:**

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**Radford University**  
**Proposed Auxiliary Enterprise Budget**  
**2016-17**

Dollars in Thousands

	Annual Budget for 2015-16			2016-17 Adjustments				2016-17 Recommended Total Budget (c)
	Original Total Budget (a)	Adjustments	Adjusted Total Budget (b)	Adjusted Total Budget	Technical Adjustments	Base Adjustments	One-Time Adjustments	
<b>Residential &amp; Dining Programs</b>								
Revenues	\$31,532	(\$1,500)	\$30,032	\$30,032	\$1,500	(\$1,135)	\$0	\$30,398
Expenditures	(28,609)	316	(28,292)	(28,292)	(484)	404	(401)	(28,773)
Reserve Draw (Deposit)	(2,924)	1,184	(1,740)	(1,740)	(1,016)	731	401	(1,624)
<b>NET</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Bookstore</b>								
Revenues	\$850	\$0	\$850	\$850	\$0	(\$210)	\$0	\$640
Expenditures	(269)	0	(269)	(269)	0	(0)	0	(269)
Reserve Draw (Deposit)	(581)	0	(581)	(581)	0	210	0	(371)
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<b>Parking &amp; Transportation</b>								
Revenues	\$1,786	\$0	\$1,786	\$1,786	\$0	\$19	\$0	\$1,805
Expenditures	(1,372)	(94)	(1,466)	(1,466)	172	(168)	(48)	(1,509)
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<b>NET</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Telecommunications</b>								
Revenues	\$566	\$0	\$566	\$566	\$0	\$0	\$0	\$566
Expenditures	(494)	(0)	(494)	(494)	0	(5)	0	(498)
Reserve Draw (Deposit)	(72)	0	(72)	(72)	(0)	5	0	(67)
<b>NET</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Student Health Services</b>								
Revenues	\$3,053	\$0	\$3,053	\$3,053	\$0	\$80	\$0	\$3,134
Expenditures	(2,986)	(28)	(3,014)	(3,014)	67	(89)	(8)	(3,043)
Reserve Draw (Deposit)	(68)	28	(40)	(40)	(67)	9	8	(91)
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<b>Student Programming</b>								
Revenues	\$8,271	\$0	\$8,271	\$8,271	\$0	\$118	\$0	\$8,389
Expenditures	(7,803)	(515)	(8,318)	(8,318)	615	(336)	(27)	(8,066)
Reserve Draw (Deposit)	(468)	515	47	47	(615)	218	27	(323)
<b>NET</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Building &amp; Facilities</b>								
Revenues	\$3,510	\$0	\$3,510	\$3,510	\$0	(\$79)	\$0	\$3,431
Expenditures	(1,692)	(0)	(1,692)	(1,692)	55	131	(55)	(1,561)
Reserve Draw (Deposit)	(1,818)	0	(1,818)	(1,818)	(55)	(52)	55	(1,870)
<b>NET</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Other Enterprise Functions</b>								
Revenues	\$6,020	(\$300)	\$5,720	\$5,720	\$300	(\$162)	\$0	\$5,858
Expenditures	(5,329)	83	(5,097)	(5,097)	(99)	89	(174)	(5,280)
Reserve Draw (Deposit)	(691)	217	(623)	(623)	(201)	73	174	(578)
<b>NET</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Intercollegiate Athletics</b>								
Revenues	\$12,432	\$115	\$12,546	\$12,546	(\$115)	(\$7)	\$0	\$12,425
Expenditures	(12,112)	(495)	(12,607)	(12,607)	489	(170)	(40)	(12,329)
Reserve Draw (Deposit)	(319)	380	61	61	(374)	177	40	(96)
<b>NET</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Auxiliary Enterprise</b>								
<b>Revenues</b>	<b>\$68,020</b>	<b>(\$1,685)</b>	<b>\$66,334</b>	<b>\$66,334</b>	<b>\$1,685</b>	<b>(\$1,375)</b>	<b>\$0</b>	<b>\$66,644</b>
<b>Expenses</b>	<b>(60,666)</b>	<b>(734)</b>	<b>(61,251)</b>	<b>(61,251)</b>	<b>815</b>	<b>(143)</b>	<b>(751)</b>	<b>(61,329)</b>
<b>Reserve Draw (Deposit)</b>	<b>(7,353)</b>	<b>2,419</b>	<b>(5,084)</b>	<b>(5,084)</b>	<b>(2,500)</b>	<b>1,519</b>	<b>751</b>	<b>(5,315)</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 projected 2015-16 Operating Budget as of July 01, 2015 which was approved by the Board at the September 2015 meeting. Both recurring and one-time operating budgets are included.

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(c) Recommended Total Budget - Reflects the proposed 2016-17 Original Total Budget as of July 1, 2016. Both recurring and one-time operating budgets are included.

ACTION ITEM - 2016 SIX YEAR PLAN

**Action Item**  
**Approval of Radford University's 2016 Six-Year Plan**

**Item:**

Board of Visitors approval of Radford University's 2016 Six-Year Plan as required by § 23-38.87:17 of the "*Preparing for the Top Jobs of the 21<sup>st</sup> Century: The Virginia Higher Education Opportunity Act of 2011*" (TJ21).

**Background:**

In response to the requirements outlined in § 23-38.87:17 of the "*Preparing for the Top Jobs of the 21<sup>st</sup> Century: The Virginia Higher Education Opportunity Act of 2011*" (TJ21) legislation, attached is a copy of Radford University's 2016 amended Six-Year Plan submitted to the State Council of Higher Education for Virginia (SCHEV) by the stated deadline of July 1, 2016.

TJ21 established a mandate that the governing board of each public institution of higher education develop and adopt biennially and amend or affirm annually a six-year plan for their institution. The act requires the plans to be submitted to the State Council for Higher Education of Virginia (SCHEV) by July 1 of each odd-numbered year and also requires any amendments or affirmations to existing plans to be submitted by July 1 of each even-numbered year.

The instructions and template to complete the six-year plan, or the plan update, are usually provided by SCHEV in May, typically at the time of the May Board meeting. Due to this timeline and in accordance with SCHEV instructions, the University has historically submitted the plan, or update, to SCHEV by the July 1<sup>st</sup> deadline and then has presented it to the Board for approval at the next scheduled meeting which is usually held in September. Over the July and August months, State representatives review the plans submitted by each institution and then provide comments in early September for each institution to respond. The responses as well as the final board approved six-year plan is then due to SCHEV by October 1<sup>st</sup>. This process was once again followed for the 2016 Six Year Plan submission.

The strategies identified in the University's 2016 Six-Year Plan were developed collaboratively with each division through the annual budget development cycle. Building upon the strategic multi-year budget developed in the previous cycle, divisions reviewed their respective submissions and updated strategies to align with current priorities and objectives. The academic strategies related to programmatic growth were developed by the Provost through the respective academic unit.

The presented tuition and fee increases assume a proportionate share of general fund support for modeling purposes only. The funding of the proposed strategies are subject to change unless incremental general fund support is received. Additionally, approval of tuition and fees is the responsibility of the Board of Visitors and may be adjusted based upon factors such as incremental



general fund support, legislative requirements, projected enrollment growth, and prioritization of strategies to implement.

Radford University's 2016 Six-Year Plan was updated to reflect the status of existing strategies based on institutional priorities and legislative action during the 2016 General Assembly Session. Comments regarding the University's 2016 Six-Year Plan update are anticipated to be received by September 1, 2016. Once received the institution will need to respond to any questions and resubmit the final plan to SCHEV by October 1, 2016.

**Action:**

Radford University Board of Visitors approval of the Radford University 2016 Six-Year Plan.

## Resolution

### *Approval of Radford University's 2016 Six-Year Plan* **September 16, 2016**

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

**WHEREAS**, § 23-38.87:17 of the Act requires, “*The governing board of each public institution of higher education shall develop and adopt biennially and amend or affirm annually a six-year plan for the institution and shall submit that plan to the Council (State Council of Higher Education for Virginia), the Governor, and the Chairs of the House Committee on Appropriations and the Senate Committee on Finance no later than July 1 of each odd-numbered year, and shall submit amendments to or an affirmation of that plan no later than July 1 of each even-numbered year or at any other time permitted by the Governor or General Assembly*”; and

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

**WHEREAS**, the University submitted the six-year plan to the State Council of Higher Education for Virginia by the stated deadline of July 1, 2016 for the 2016 submission; and

**WHEREAS**, the 2016 Six-Year Plan must be approved by the Board of Visitors prior to the October 1 final submission;

**THEREFORE, BE IT RESOLVED** the Radford University Board of Visitors approves the Radford University 2016 Six-Year Plan as presented in the format provided by the State Council of Higher Education for Virginia; and

**BE IT FURTHER RESOLVED**, that the University is authorized to revise the 2016 Six-Year Plan as required by State officials for final submission by the stated deadline.