

RADFORD UNIVERSITY

RADFORD UNIVERSITY BOARD OF VISITORS GOVERNANCE, ADMINISTRATION & ATHLETICS COMMITTEE MEETING

1:30 P.M.**

SEPTEMBER 15, 2016
PRESIDENT'S CONFERENCE ROOM
THIRD FLOOR - MARTIN HALL
RADFORD, VIRGINIA

DRAFT

AGENDA

- **CALL TO ORDER** Ms. Alethea "A.J." Robinson, *Chair*
- **APPROVAL OF AGENDA** Ms. Alethea "A.J." Robinson, *Chair*
- **APPROVAL OF MINUTES** Ms. Alethea "A.J." Robinson, *Chair*
May 5, 2016
- **REPORTS AND RECOMMENDATIONS**
 - Information Technology Report Mr. Danny M. Kemp, *Vice President for Information Technology and Chief Information Officer*
 - Intercollegiate Athletics Report Mr. Robert G. Lineburg, *Director of Intercollegiate Athletics*
- **AMENDMENTS TO BYLAWS** Ms. Michele N. Schumacher, *Secretary to the Board of Visitors*
Ms. Ashley Schumaker, *Chief of Staff*
- **OTHER BUSINESS** Ms. Alethea "A.J." Robinson, *Chair*
- **ADJOURNMENT** Ms. Alethea "A.J." Robinson, *Chair*

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

Governance, Administration & Athletics Committee

Ms. Alethea "A.J." Robinson, Chair

Mr. Steve Robinson, Vice Chair

Ms. Callie M. Dalton

Dr. Rachel Fowlkes

Ms. Ann Segaloff

MINUTES FROM MAY 5, 2016



**RADFORD UNIVERSITY BOARD OF VISITORS
GOVERNANCE, ADMINISTRATION & ATHLETICS COMMITTEE MEETING**

8:30 A.M.

MAY 5, 2016

BOARD ROOM

THIRD FLOOR-MARTIN HALL

RADFORD UNIVERSITY

DRAFT

MINUTES

COMMITTEE MEMBERS PRESENT

Ms. Alethea "A.J." Robinson, Chair
Dr. Susan Whealler Johnston, Vice Chair
Dr. Kevin R. Dye
Ms. Mary Ann Hovis
Mr. Steve A. Robinson

OTHER BOARD MEMBERS PRESENT

Mr. Anthony R. Bedell, Rector
Mr. Christopher Wade, Vice Rector
Ms. Mary W. Campbell
Ms. Callie M. Dalton
Dr. Susan Whealler Johnston
Mr. Mark S. Lawrence
Ms. Georgia Anne Snyder-Falkinham

OTHERS PRESENT

President Penelope W. Kyle
Mr. Danny M. Kemp, Vice President for Information Technology and Chief Information Officer
Mr. Robert Lineburg, Director of Athletics
Radford University students, faculty and staff
Ms. Michele N. Schumacher, Secretary to the Board of Visitors
Mr. Allen Wilson, Senior Assistant Attorney General, Commonwealth of Virginia

CALL TO ORDER

Ms. Alethea "A.J." Robinson, Chair, formally called the meeting to order at 8:35 a.m. in the Board Room, Third Floor-Martin Hall, on the campus of Radford University, and noted that pursuant to the draft Agenda as published "All start times for committees are approximate only. Committees meetings may begin either before or after the listed approximate start time as committee members are ready to proceed."

APPROVAL OF AGENDA

Ms. Robinson asked for a motion to approve the May 5, 2016, meeting agenda, as published. Dr. Susan Whealler Johnston so moved and Mr. Steve Robinson seconded the motion and the motion carried unanimously.

APPROVAL OF MINUTES

Ms. Robinson asked for a motion to approve the minutes of the February 1, 2016 meeting of the Governance, Administration and Athletics Committee, as published. Dr. Kevin R. Dye so moved and Mr. Robinson seconded the motion, and the motion carried unanimously. A copy of the approved minutes can be found at <http://www.radford.edu/content/bov/home/meetings/minutes.html>.

INFORMATION TECHNOLOGY REPORT

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. Mr. Kemp gave an update on several IT initiatives noting that the identity and access management project which began in 2013 will be completed by June 30, 2016 on budget and on time; the computer lab 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. Mr. Kemp also informed 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.

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

A copy of Mr. Kemp's report is attached hereto as ***Attachment A*** and is made a part hereof.

Mr. Kemp also provided an update on Enterprise Risk Management (ERM) and the creation of a heat map. He noted that a cross-functional Radford University Risk Management Task Force was created and the task force identified five industry-standard risk dimensions: compliance, financial, operational, reputational and strategic. Mr. Scott Hammer from North Highland Consulting, who assisted the committee in the creation of the heat map, reviewed the map and explained the process used to identify the top risk areas and the components of each. The top 10 Radford University Risk Areas are: 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.

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

Ms. Robinson thanked Mr. Kemp for his report.

TITLE IX UPDATE

Ms. Brooke Chang, Title IX Coordinator, provided an update on (i) recent legislation passed during the 2016 General Assembly Legislative Session that codified recommendations from the Governor's Task Force on Combating Campus Sexual Violence; (ii) Radford University's Mandatory Title IX Training; and (iii) activities associated with raising awareness of Radford University's Title IX Policy and sexual assault prevention programs. A copy of Ms. Chang's report is attached hereto as *Attachment C* and is made a part hereof.

Ms. Robinson thanked Ms. Chang for her report.

INTERCOLLEGIATE ATHLETICS REPORT

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. Mr. Lineburg also reviewed the financial impact of Intercollegiate Athletics Legislation House Bill 1897 (Chapter 704) will have on the University. He specifically reviewed budget projections, strategic initiatives and fundraising, through fiscal year 2021 and noted that Radford is projected to comply with the legislation in fiscal year 2016 and in each of the next 5 years. A copy of Mr. Lineburg's report is attached hereto as *Attachment D* and is made a part hereof.

Ms. Robinson thanked Mr. Lineburg for his presentation.

CLOSED SESSION

Ms. Robinson called for the Board to go into Closed Session and asked Ms. Mary Ann Hovis to make the motion. Dr. Johnston 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 the Athletic Department. Ms. Hovis seconded and the motion was unanimously adopted. Ms. Robinson asked President Kyle, Mr. Robert Lineburg 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. Ms. Robinson called the meeting to order. Ms. Robinson asked Ms. Hovis to make the motion to return to open session. Ms. Hovis 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.

Dr. Johnston seconded, and a roll-call vote was taken:

Vote: yes	Ms. Alethea "A.J." Robinson
yes	Dr. Susan Whealler Johnston
yes	Dr. Kevin R. Dye
yes	Ms. Mary Ann Hovis
yes	Dr. Steve Robinson
yes	Ms. Mary W. Campbell
yes	Ms. Callie M. Dalton
yes	Ms. Ruby W. Rogers
yes	Ms. Georgia Anne Snyder-Falkinham
yes	Mr. Anthony R. Bedell

All members responding affirmatively, the motion was adopted. Mr. Christopher Wade was not present for the roll-call.

NOMINATIONS FOR RECTOR AND VICE RECTOR

Ms. Robinson, reminded the Committee 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, received the following nominations for Rector and Vice Rector for 2016-2017 Academic Year:

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

She continued that the nominations were received timely and in accordance with the Board of Visitors Bylaws. Ms. Hovis moved that the nominations so received be the slate of officers that

is brought to the Board, Dr. Kevin R. Dye seconded and the motion was unanimously adopted and the slate of officers for 2016-2017 be as follows:

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

PRESIDENTIAL TRANSITION COMMITTEE UPDATE

Ms. Mary Ann Hovis, co-chair of the Presidential Transition Committee provided a recap of the events surrounding the dedication of Kyle Hall on April 22, 2016.

Ms. Robinson, co-chair of the Presidential Transition Committee, gave an update on transition events associated with Dr. Hemphill, and informed the Committee that the inauguration will be held on October 13, 2016, and that save the date cards would be mailed shortly.

OTHER BUSINESS

Ms. Robinson also reported that the Committee successfully completed its goals for the year specifically: (i) the Radford University Board of Visitors Bylaws were reviewed and amended as required, (ii) the ERM heat map was completed, the computer labs continue to be reviewed and changes are implemented as needed, and (iii) the Presidential Transition Committee had a successful introduction and welcome to campus for Dr. Hemphill and Dr. Hemphill has been meeting with various campus and local constituencies, and as Ms. Hovis reported the events surrounding the dedication of Kyle Hall after President Kyle were very successful.

Ms. Robinson also noted that Dr. Hemphill had discussed with all Board members, and all members concurred, that he will be creating the position of Chief of Staff upon his arrival in July 2016.

ADJOURNMENT

With no further business to come before the Committee, Ms. Alethea “A.J.” Robinson, Chair, adjourned the meeting at 10:30 a.m.

Respectfully submitted,

Michele N. Schumacher
Secretary to the Board of Visitors

ATTACHMENT A

Information Technology Report

Board of Visitors

Governance, Administration & Athletics Committee

RADFORD
UNIVERSITY

Agenda

- Highlights since February 2016
- Identity and Access Management Project Update
- Admissions Application Update
- Level II Security Standard Update
- Update on Committee Goals
 - Risk Management
 - Computer Lab Strategy

Highlights since February 2016

Identity and Access Management Project Update

Identity and Access Management

Managing access to university systems based on user attributes and roles

Identity and Access Management

Goals

- Simplify the task of managing user identities and access to sensitive systems
- Strengthen security controls and meet compliance regulations related to provisioning and de-provisioning of user accounts
- Provide enhanced account services to the university constituents

Identity and Access Management

Project Timeline

- FY 13
 - Issued a Request for Proposals and selected vendor
- FY 14
 - Automate account claiming, password resets, and access requests and de-provisioning of access
 - Integrate with six primary campus systems
 - Implement a new account recertification process for users of sensitive systems
- FY 15
 - Integration with additional campus systems to further streamline operations
 - Continue implementation of account recertification process for users of sensitive systems
- FY 16
 - Implement a new online account request process
 - Integration with additional campus systems to further streamline operations

Anticipated Project Completion June 2016

Identity and Access Management

The project is expected to be completed by June 30, 2016, to include the following contracted deliverables:

- TridentHE core identity management system installed and configured
- Self-service applications developed for users to manage their accounts and information, including Account Activation/Account Claim, Change Password, Forgot Password, and Manage Account Information
- Provisioning and de-provisioning of primary campus systems including Active Directory, Office365, Exchange email, network storage, various Unix/Linux systems
- Account creation process developed for non-person accounts including department, student organization, elevated privilege, and system-level accounts
- Account recertification process for users of sensitive systems
- Online account requests and workflows
- Federation with Shibboleth/CAS for system authentication

Identity and Access Management

Activities since February 2016

- Continued transition of systems to CAS/Shibboleth authentication.
- Continued work to develop online account request forms and workflows.
 - Currently testing forms for departmental and elevated privilege accounts.
 - An Administrative Access Request form is in development.
- Installed Trident version 2.7 into development for testing. Release includes system architecture changes and new framework to re-engineer self-service applications and recertification processes.

Identity and Access Management

Status at a Glance

	On Track	At Risk	Urgent
Budget	✓		
Schedule	✓		
Scope	✓		
Resources	✓		
Risk	✓		
Quality	✓		
Signoffs	✓		

Admissions Application Update

Revised Application Process for Collecting High School Information (as of February 10, 2016)

- The student first establishes and confirms their user account by providing basic contact information (name and email address). Once an application has been started the student enters additional contact information before they enter their education information. This provides more contact details for applications that were started but not submitted.
- There is an Admissions' Office procedure to call each of the potential applicants who started, but did not submit their application. If the student encountered issues with the application, Admissions' staff will offer to provide the student with any assistance in the process.
- College Board (the company known for the SAT test) is utilized as the source for our high school data. Additionally, any custom organizations from Banner are included to build the existing high school list. There are currently 25,699 high school organizations in the database. Regular updates (quarterly) are received from College Board for organization data.
- If a student cannot find their high school listed when completing the application, there is a "Not Found" code available for selection. (There are updated search instructions within the application that will help lead to more successful school searches.)
- If the student selects "Not Found", their record will be updated with the high school when the transcript is received.

Level II IT Security Standard Update

Level II IT Security Standard

- In April 2009, the Radford University Board of Visitors adopted VITA's IT Security standard to help achieve Level II operating authority. The Board also delegated authority to the President to adopt changes to RU's IT policies, standards and guidelines, provided that the Board is informed of any such changes at its next meeting.
- In February 2011, Radford University developed and approved its own security standard, which was last updated in January 2015.
- Changes have now been identified to further strengthen our security environment and continue to reinforce our commitment to best practices. These changes include:

An update to clarify an annual vulnerability scanning requirement for sensitive systems and to remove terminology specifying vulnerability scan requirements commensurate with sensitivity or risk.

- President Kyle approved these changes on April 15, 2016.
- Link to revised Standard:
http://www.radford.edu/content/dam/departments/administrative/doit/documents/RU_IT_Security_Standard.pdf.

Update on Committee Goals

Risk Management

GOAL: Develop a heat map with the top ten risks that could impact the mission of Radford University.

Computer Lab Strategy

GOAL: Continue the review and update of existing computer lab strategy that is underway in the Division of Information Technology.

- Working with Procurement to release an RFP for vendors that can provide cloud based application virtualization as a scalable method for providing applications to students and faculty.
- As existing computer labs reach their replacement cycle, an evaluation will be conducted on transitioning the labs to a virtual environment.
- Continuing to analyze data from computer lab usage to ensure appropriate software, computers and spaces are being provided to meet the instructional needs of the university community.



Questions?

ATTACHMENT B

RISK MANAGEMENT

RADFORD
UNIVERSITY

May 2016

BACKGROUND

RADFORD
UNIVERSITY

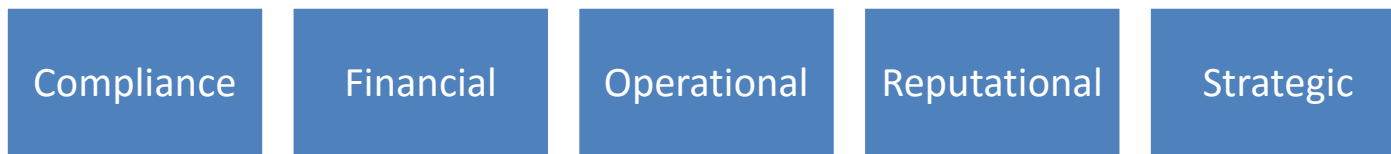
THE COMMITTEE'S REQUEST

The committee requested development of a heat map of the top ten risks that could impact Radford University's mission.

In response, a cross-functional Radford University Risk Management Task Force:

- Identified Enterprise Risk Management (ERM) as an appropriate process to use in meeting the committee's request
- Identified five industry-standard risk dimensions and documented risks in each of these dimensions
- Clustered these risks and scored them on likelihood and impact
- Used this scoring to identify top risks and clustered the top risks in ten risk areas

Risk Dimensions:



WHAT IS RISK?

Risks are events that have an effect on one or more organizational objectives.

The presence of risk is not an indication that something is wrong, or that an organization is not being managed properly. Rather it is a statement of an event that could impact the organization.

The effect of a risk can be adverse or favorable, so, the opposite of risk is not the absence of risk, but opportunity. If risk is managed too tightly, an organization may avoid negative consequences but also miss significant opportunities.

Risk is typically evaluated on two criteria:

- Likelihood - the probability that a risk will materialize
- Impact - the effect of the risk if it does materialize



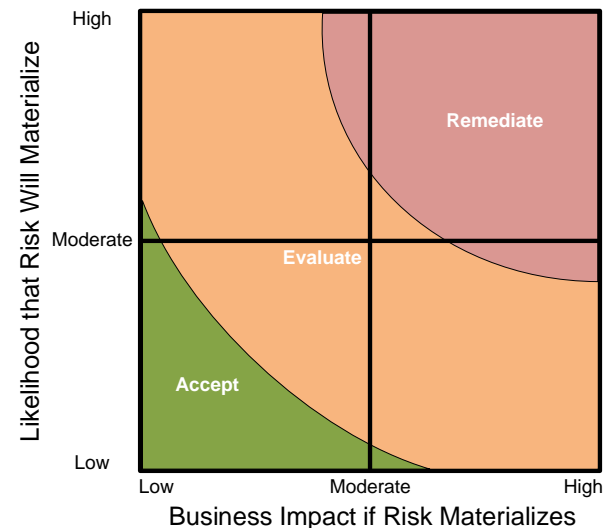
WHAT IS ENTERPRISE RISK MANAGEMENT?

Enterprise Risk Management comprises the methods and processes that organizations use to manage risks and take advantage of opportunities in a holistic way across the organization. It is a risk-based approach to managing an organization that includes and integrates concepts of internal control and strategic planning.



WHAT IS A HEAT MAP?

In general, a heat map is a graphical representation of data where the individual values contained in a matrix are represented as colors. For the purposes of risk assessment, a heat map plots risks against axes of likelihood and impact, so that risks in the upper right quadrant have both high likelihood and high impact and are the risks most worthy of attention.



KEY TAKEAWAYS

Radford University is well within normal limits in its overall risk posture

- There is substantial commonality with risks experienced by other universities
- There are substantial mitigations already in place, particularly in the highest-profile risk areas

Radford University staff are managing risk within their areas of responsibility

Radford University has the opportunity to improve its risk posture further by managing risk more holistically and strategically

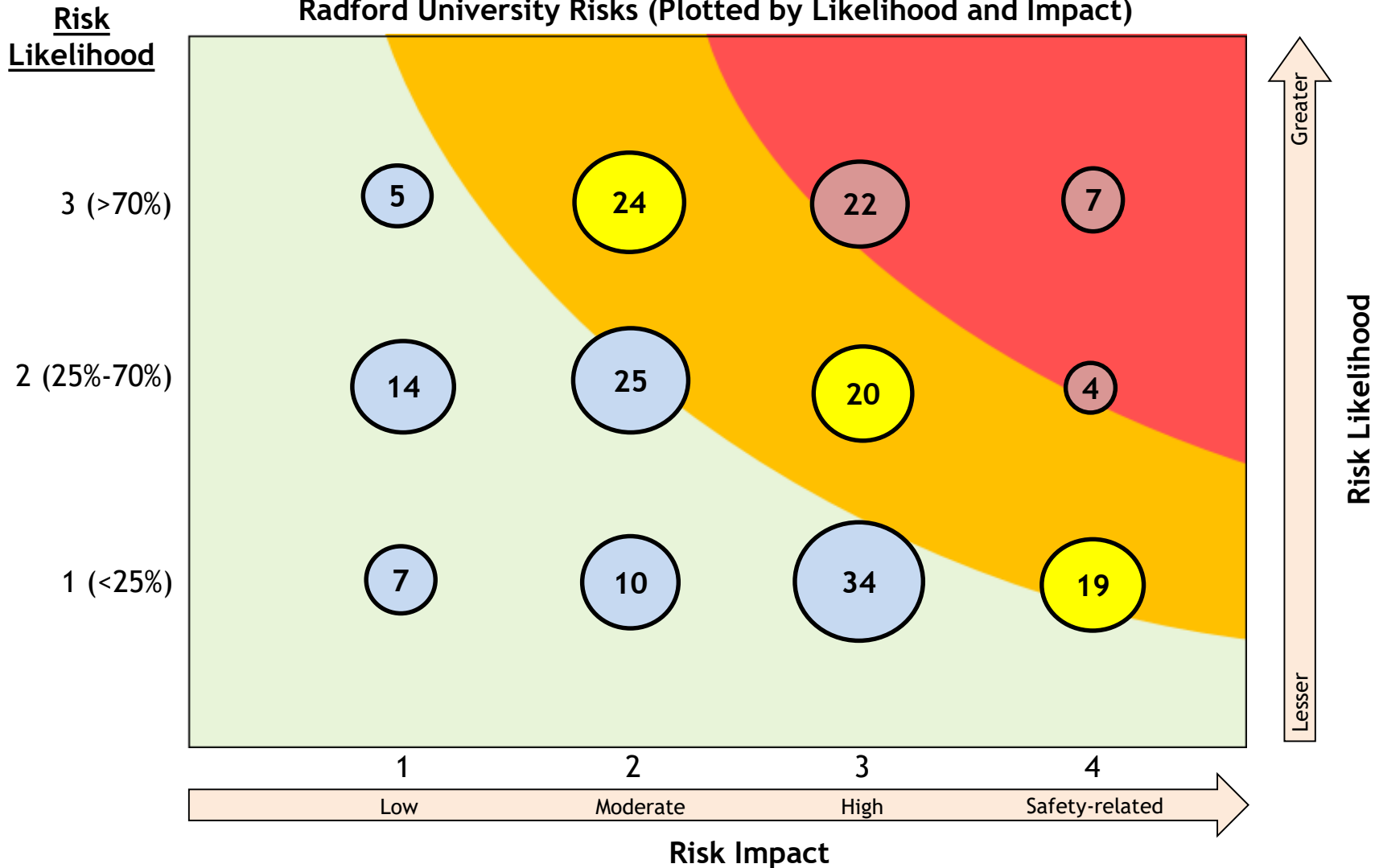


RISK ASSESSMENT

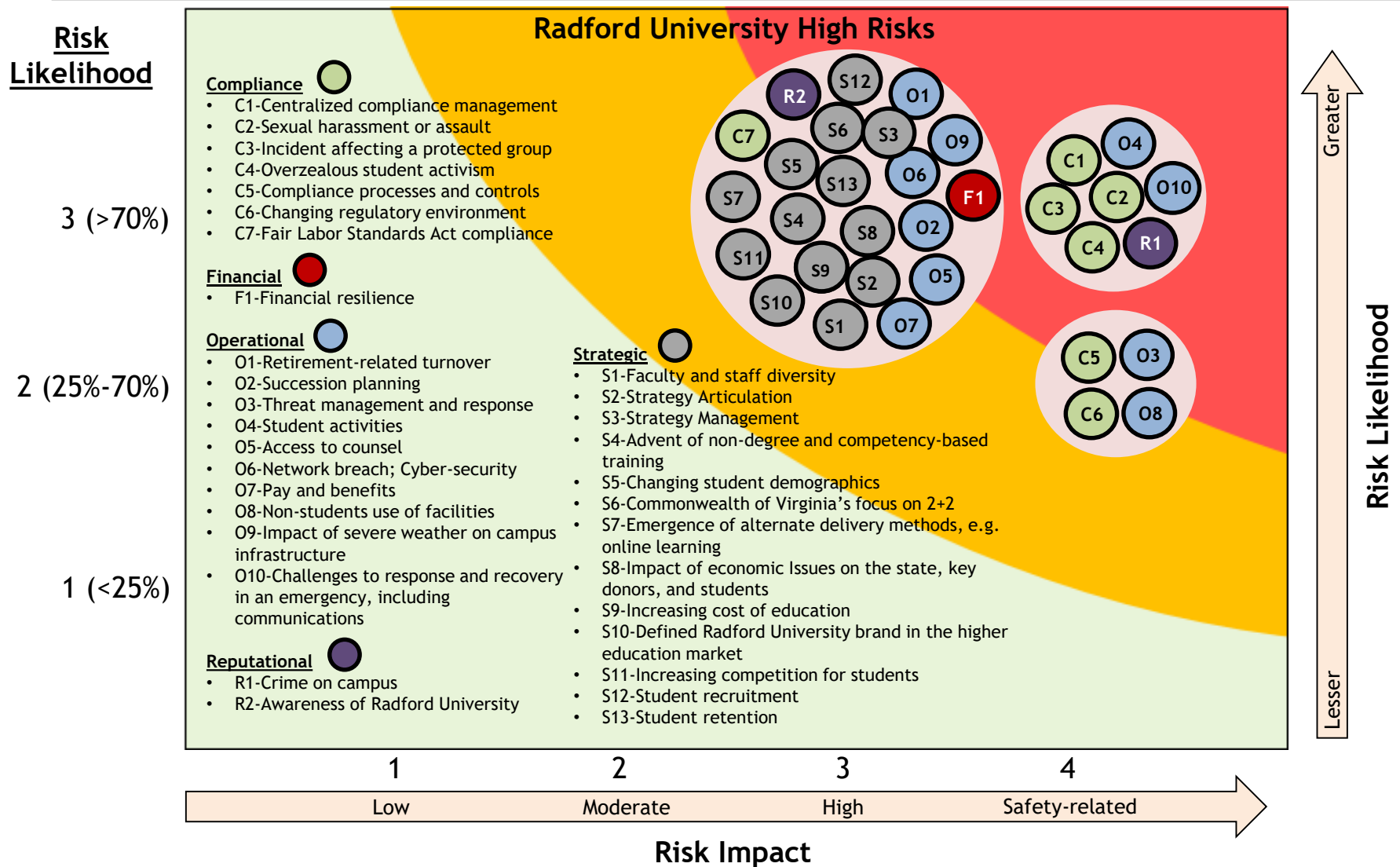
RADFORD
UNIVERSITY

THE RISK MANAGEMENT TASK FORCE IDENTIFIED 192 RISKS . . .

Radford University Risks (Plotted by Likelihood and Impact)



... FOCUSED ON THE 33 HIGH RISKS DEPICTED BELOW ...



. . . AND CLUSTERED THESE RISKS IN TEN RISK AREAS

The grouping of high risks into risk areas can assist in managing high risks strategically and holistically.

Risk Area	Component Risks	Risk #
Safety and Security	Threat management and response	O3
	Student activities	O4
	Non-student use of facilities	O8
	Crime on campus	R1
	Sexual harassment or assault	C2
	Incident affecting a protected group	C3
	Overzealous student activism	C4

RISK AREAS AND COMPONENTS

Risk Area	Component Risks	Risk #
Environmental Emergencies	Impact of severe weather on campus infrastructure	09
	Challenges to response and recovery in an emergency, including communications	010
Risk and Compliance Management	Centralized compliance management	C1
	Compliance processes and controls	C5
	Changing regulatory environment	C6
	Fair Labor Standards Act compliance	C7
	Access to Counsel	05

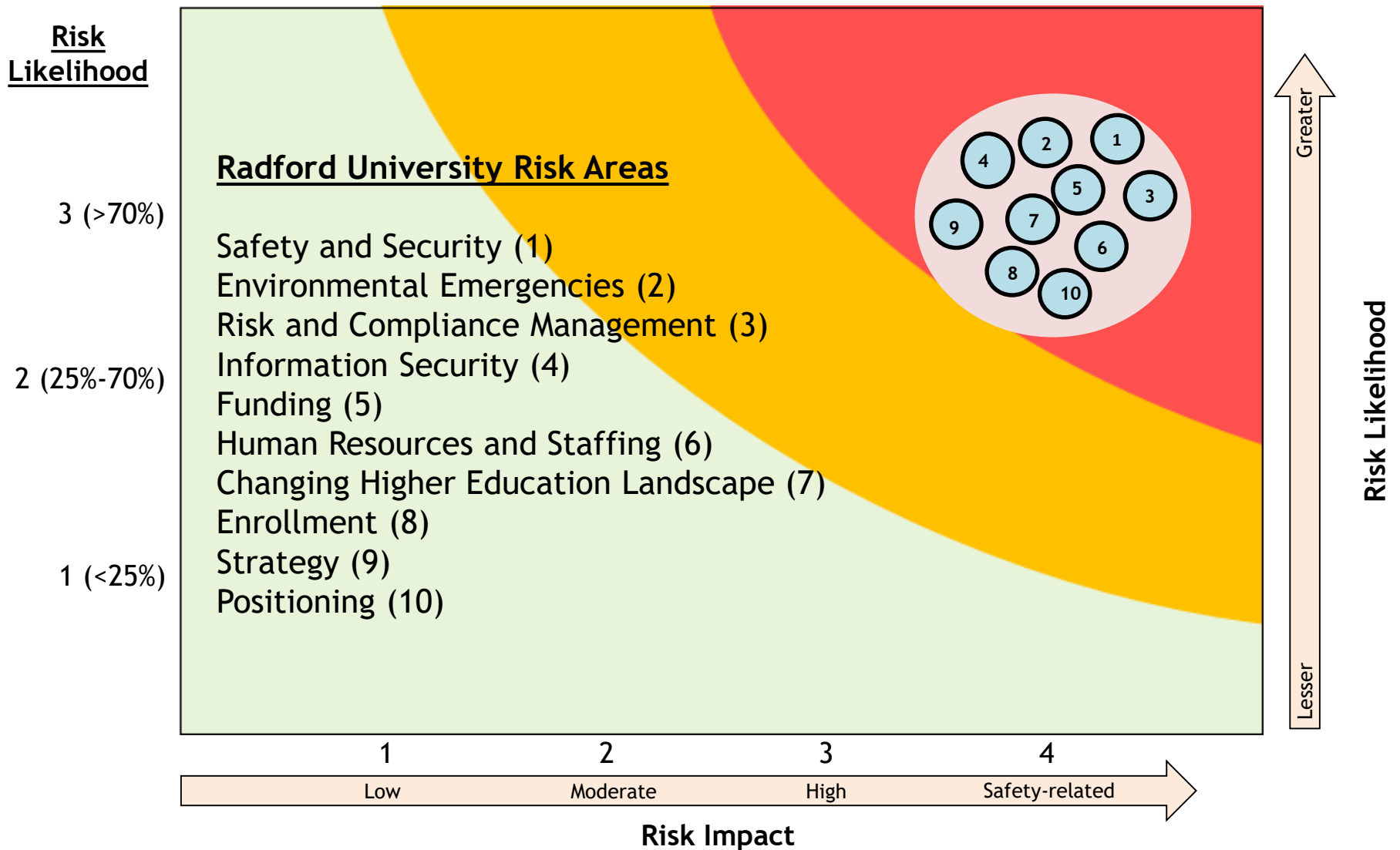
RISK AREAS AND COMPONENTS

Risk Area	Component Risks	Risk #
Information Security	Network Breach; Cyber-security	06
Funding	Impact of economic issues on the state, key donors, and students	S8
	Increasing cost of education	S9
	Financial resilience	F1
Human Resources and Staffing	Retirement-related turnover	01
	Succession planning	02
	Pay and benefits	07
	Faculty and staff diversity	S1

RISK AREAS AND COMPONENTS

Risk Area	Component Risks	Risk #
Changing Higher Education Landscape	Changing student demographics	S5
	Advent of non-degree and competency-based training	S4
	Emergence of alternate delivery methods, e.g. online learning	S7
	Commonwealth of Virginia's focus on 2+2	S6
Enrollment	Increasing competition for students	S11
	Student recruitment	S12
	Student retention	S13
Strategy	Strategy articulation	S2
	Strategy management	S3
Positioning	Defined Radford University brand in the higher education market	S10
	Awareness of Radford University	R2

HEAT MAP OF THE TOP TEN RISK AREAS



APPENDIX

RADFORD
UNIVERSITY

RISK MANAGEMENT TASK FORCE

- Stephanie Jennelle, University Controller (Facilitator)
- Carla Linkous, ARMICS Coordinator
- Jeanie Quesenberry, Risk Management and Finance System Security Manager
- Ed Oakes, Associate Vice President of Information Technology
- Grady DeVilbiss, Director of Emergency Preparedness
- Sam Shumate, Investigations Lieutenant, Radford University Police Department
- Matt Dunleavy, Interim Director for Academic Affairs
- Paul Ely, Capital Outlay Project Manager
- Michael Gawrys, Budget Coordinator
- Sherry Wallace, Senior Manager for Media Services
- Ken Bonk, Associate Vice President of Student Affairs
- Wendy Lowe, Director of Advancement Services
- Irvin Clark, Associate Vice President & Dean of Students
- Jorge Coartney, Executive Director of Facilities Management
- Stephanie Ballein, Senior Associate Athletics Director
- Margaret McManus, University Auditor
- Tom Cruise, Director of Sponsored Programs & Grants Management
- Carmella Carter, Human Resources Generalist

ATTACHMENT C

Office of Diversity and Equity Legislative Update and Report

RADFORD
UNIVERSITY

2016 General Assembly Legislative Session

- The Virginia General Assembly passed four bills on March 8, 2016 to codify recommendations from the Governor's Task Force on Combating Campus Sexual Violence.
- The task force created 21 recommendations to reform the way Virginia prevents and responds to sexual violence on college campuses.
- Out of the 21 recommendations submitted, four were incorporated into bills passed by the General Assembly during this legislative session.

New Virginia Legislation - HB1016

- Requires existing Sexual Assault Response Teams to include the Title IX Coordinator, representatives from student affairs, counseling services, and human resources offices and campus security personnel of the higher education institution within the jurisdiction.
- The authority for establishing and coordinating the SARTs rests with the Commonwealth Attorney.
- Under the new law, SART records will be exempt from Freedom of Information Act requests.

New Virginia Legislation - HB1015/SB 83

- The House bill requires primary law-enforcement agency in a locality that contains an institution of higher education to cooperate in establishing a memorandum of understanding (MOU).
- If requested, to address the prevention of and response to sexual assault.
- The Senate bill requires public and private institutions of higher education and local law enforcement agencies or Virginia State Police to specify the procedures for sharing information.
- These MOUs will be used to address the prevention of and response to sexual assault.

New Virginia Legislation - HB1102

- Requires the Department of Criminal Justice Services to provide a curriculum and multidisciplinary training on trauma-informed sexual assault investigations.
- This training is for law enforcement personnel, campus police department personnel, campus security personnel, attorneys of the Commonwealth, Title IX Coordinators and investigators, victim advocates, forensic nurses, and related investigatory personnel.

New Virginia Legislation - HB1160

- Establishes a comprehensive procedure for collection and analysis of physical evidence recovery kits (PERKs) for victims of sexual assault, including those who elect at the time of the exam not to report a sexual assault to a law-enforcement agency.
- The new law also requires PERKs to be stored indefinitely for felony sexual assault cases.
- Free Perks are available and collected by a forensics nurse at the NRV Medical Center on Tyler Avenue.

Office of Diversity and Equity - Title IX Update

- Title IX Coordinator convenes weekly or as needed Title IX Review Committee established under the 2015 legislation to include representatives from Student Affairs, Campus law enforcement, and Human Resources
- In academic year 2015-16 - Reviewed 17 sexual assault cases to date (April 18, 2106)
- Referred 8 cases to the Commonwealth Attorney's Office of felony sexual assault cases under Section 18.2-61 et. seq. of the Virginia Code

Mandatory Title IX Training

RU Faculty, Staff, and Student Employees trained in 2015:

- 1464 completed online training
- 295 completed instructor-led in-person training
- 2340 total numbers of RU employees
- 75% of the RU employees trained

RU Faculty, Staff, and Student Employees trained (to date: 4/18/16) in 2016

- 1492 completed online training
- 325 completed instructor led in-person training
- 3031 total numbers of RU employees
- 60% of the RU employees trained to date (4/18/16)

Comments from Faculty & Staff

“Very thorough and comprehensive training on a very important topic.”

“I thought the fact that it was interactive was nice and the information was presented well. I particularly like that the people were all gray so that race didn’t enter into it. I thought it was well done.”

“Best course on this yet. Very informative and gave good insight on what to do in situations.”

“This course is an excellent resource to helping students who have fallen victim to sexual harassment/abuse. Thank you for reminding people they are not alone and the proper amount of help/support is there, if needed.”

“The layout of this course was amazing. So modern and kept things interesting. Really enjoyed the real life examples. Whoever designed this course should be in charge of all of Radford’s required online training/course.”

Additional Title IX Efforts

- **Provide Title IX Resources and Information to campus:** Redesigned the Office of Diversity and Equity webpage for ease of reporting and access to Title IX policy and procedures, resources, and information
- **Campus awareness:** Stall News on Sexual Assault, Dating and Domestic Violence and stalking information and how to get help
- **Participate in prevention programs:** Presented and cosponsored “Step Up! Bystander Intervention” during Sexual Assault Awareness Month
- **Coordinate Student sexual assault training:** Coordinate with and assisted the Dean of Students Office on existing graduate student sexual assault training for Fall, 2016
- **Improving Sexual Assault Responses:** Convened meetings to coordinate sexual assault response efforts with campus and community stakeholder to include, Office of Dean of Students, SAVES Office, RU Police Department, Student Counseling Center, Office of the Commonwealth Attorney, Radford City Police Department, Women’s Resource Center, and NRV Medical Center

QUESTIONS ?



ATTACHMENT D

Intercollegiate Athletics

RADFORD
UNIVERSITY

Intercollegiate Athletics

Board of Visitors Presentation

- I. Chapter 704 (HB1897) Legislation Status
- II. Budget Projections
- III. Strategic Initiatives
- IV. Fundraising
- V. Highlights

Intercollegiate Athletics

I. Legislation Status - Chapter 704 (HB1897)

Is Athletics projected to comply with this legislation in the current fiscal year and going forward?

How will Athletics reduce its fiscal reliance on Student Fees?

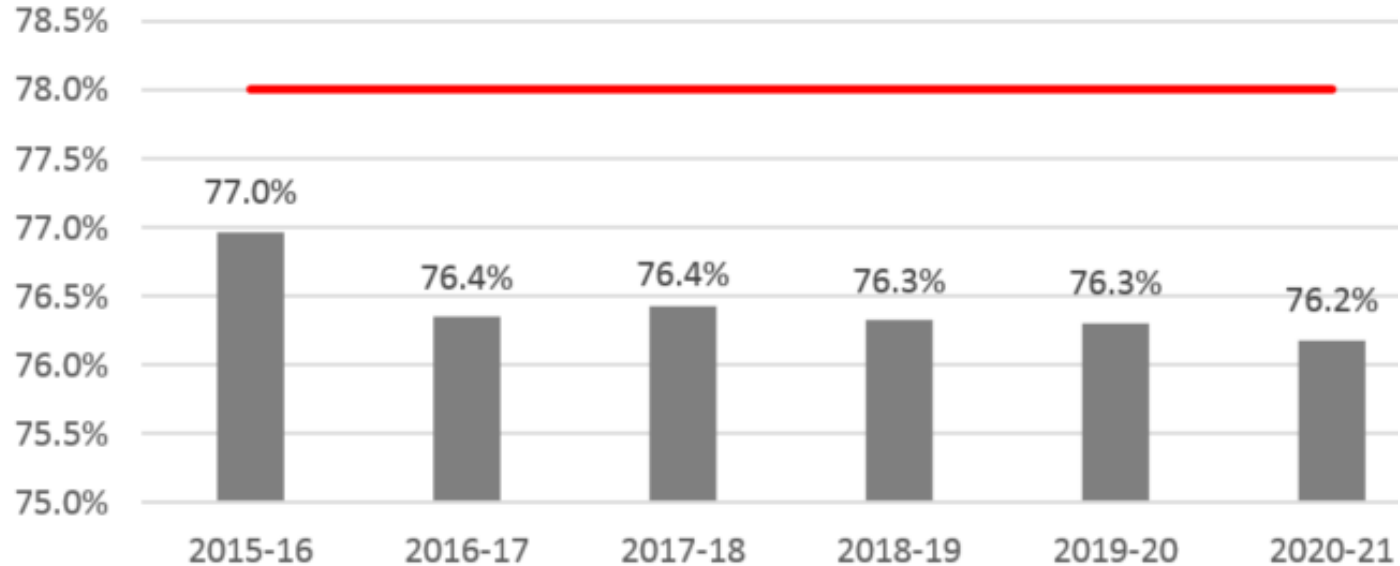
Intercollegiate Athletics Legislation Status (Chapter 704)

Chapter 704 (HB1897)

- Recap: The Legislation mandates that the sum of school funds and student fees as a percentage of athletics revenue shall not exceed **78%** for NCAA Division 1-AAA institutions (effective with the fiscal year beginning July 1, 2016)
- Status: Projected to comply with the Legislation in FY16 and in each of the next 5 fiscal years
- Opportunity: Maintaining/enhancing budget autonomy through a combination of 1) Increasing Alternate Sources of Revenue such as Fundraising and 2) Implementing Cost-Saving Initiatives

Intercollegiate Athletics Subsidy Percentage Projections

Projected Subsidy as a Percentage of Comprehensive Fees



Intercollegiate Athletics Subsidy Percentage Projections

Legislation Calculation:

	Budget	Projections				
	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
Revenue						
Comprehensive Fees	11,431,625 a	11,214,505	11,214,505	11,214,505	11,214,505	11,214,505
Other Operating Revenue	1,072,025	1,325,000	1,295,000	1,295,000	1,295,000	1,295,000
Transfers From Foundation	326,000	255,000	271,500	289,650	309,615	331,577
Unbudgeted External Resources	561,291	383,127	383,127	383,127	383,127	383,127
Total Resources	13,390,941 b	13,177,632	13,164,132	13,182,282	13,202,247	13,224,208
Provisions						
Spirit Groups	119,607	119,607	119,607	119,607	119,607	119,607
Indirect Costs	992,328	1,020,972	1,020,972	1,020,972	1,020,972	1,020,972
Debt Service	12,764	12,764	12,764	12,764	-	-
Total Provisions	1,124,699 c	1,153,343	1,153,343	1,153,343	1,140,579	1,140,579
Calculation						
Subsidy	11,431,625 a	11,214,505	11,214,505	11,214,505	11,214,505	11,214,505
Provisions	(1,124,699) c	(1,153,343)	(1,153,343)	(1,153,343)	(1,140,579)	(1,140,579)
Revised Subsidy	10,306,926 d	10,061,162	10,061,162	10,061,162	10,073,926	10,073,926
Projected Subsidy Percentage	77.0% db	76.4%	76.4%	76.3%	76.3%	76.2%

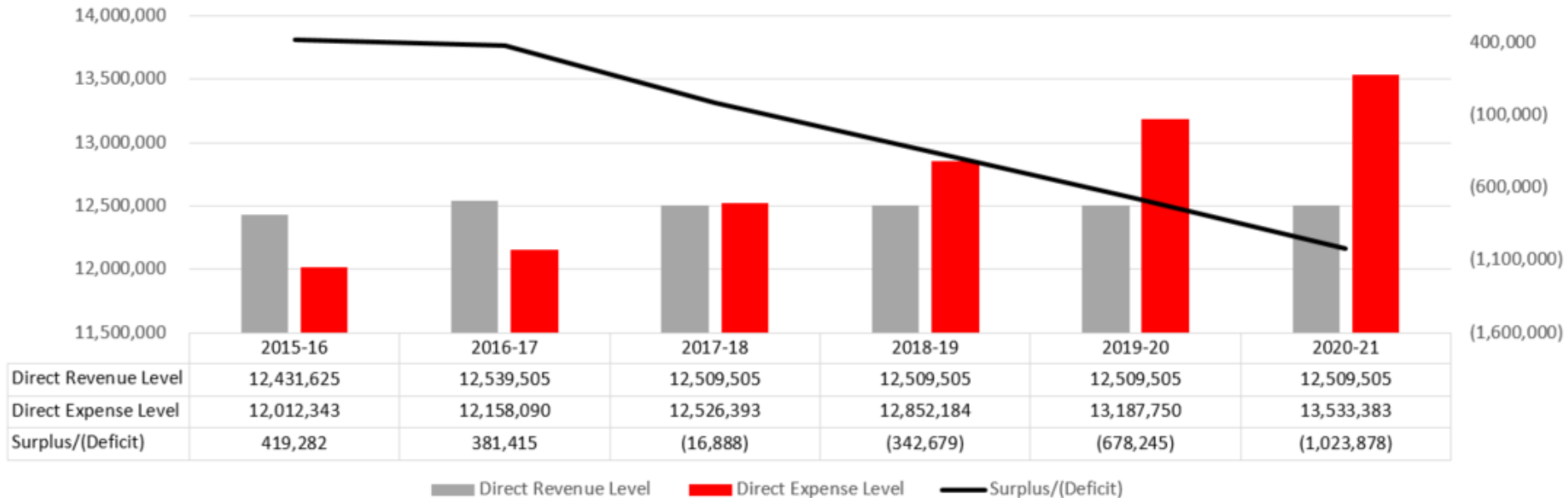
Intercollegiate Athletics

II. Budget Projections

What is the Department's response to projected escalation of operating costs as well as potential changes in enrollment?

Intercollegiate Athletics Budget Projections

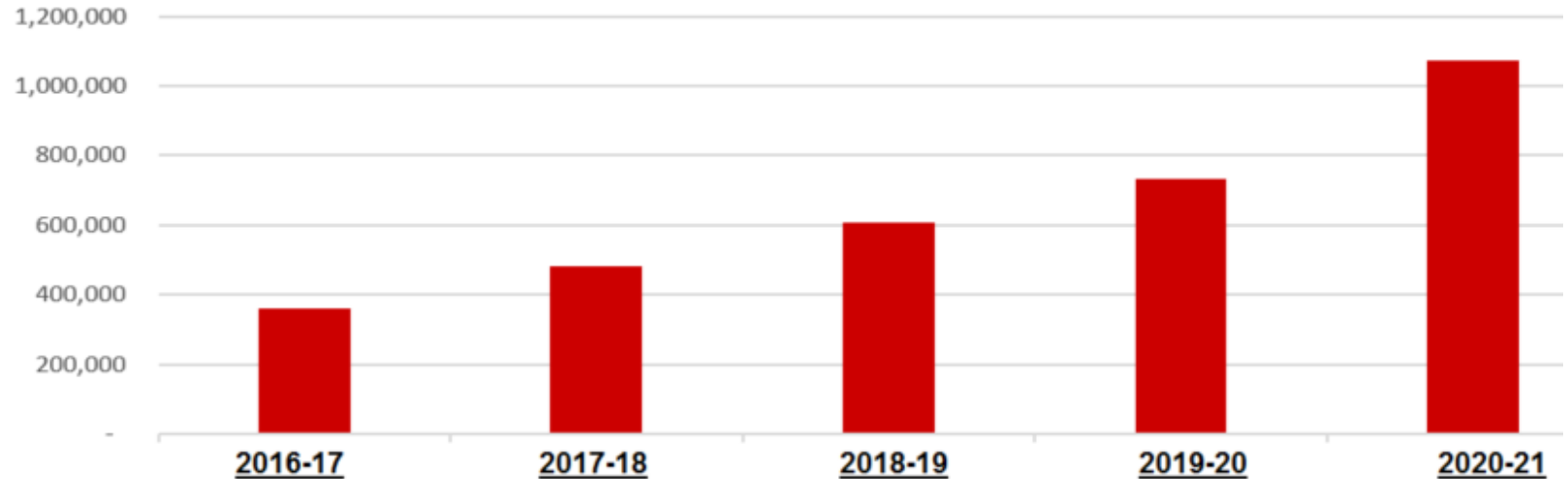
Projected Revenue, Expenses, Surplus (Deficiency) - No Changes in Operations



Direct Revenue Level
 Direct Expense Level
 Surplus/(Deficit)

Intercollegiate Athletics Budget Projections

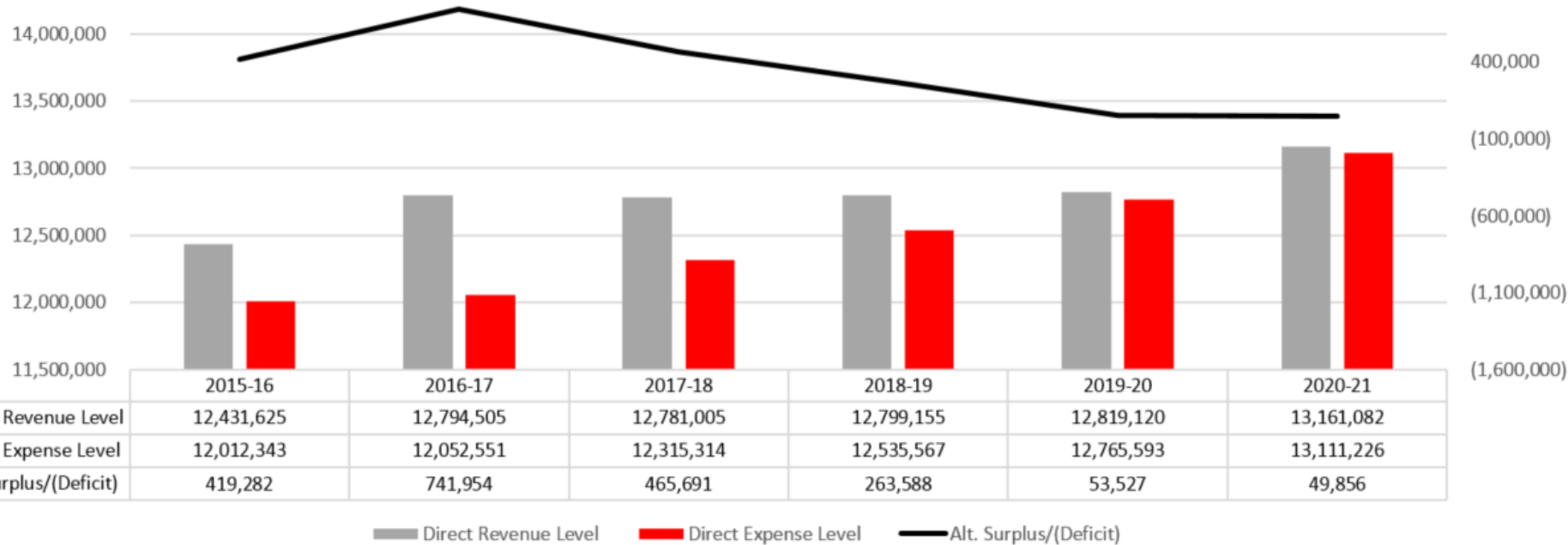
Net Impact of Revenue Increases / Cost-Saving Initiatives



	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>
RUF Transfers	255,000	271,500	289,650	309,615	331,577
1-time NCAA Distribution	-	-	-	-	320,000
Cost-saving initiatives	105,539	211,079	316,618	422,157	422,157
Total Changes	360,539	482,579	606,268	731,772	1,073,734

Intercollegiate Athletics Budget Projections

Projected Revenue, Expenses, Surplus (Deficiency) - Increases in Revenue; Cost-Savings Initiatives



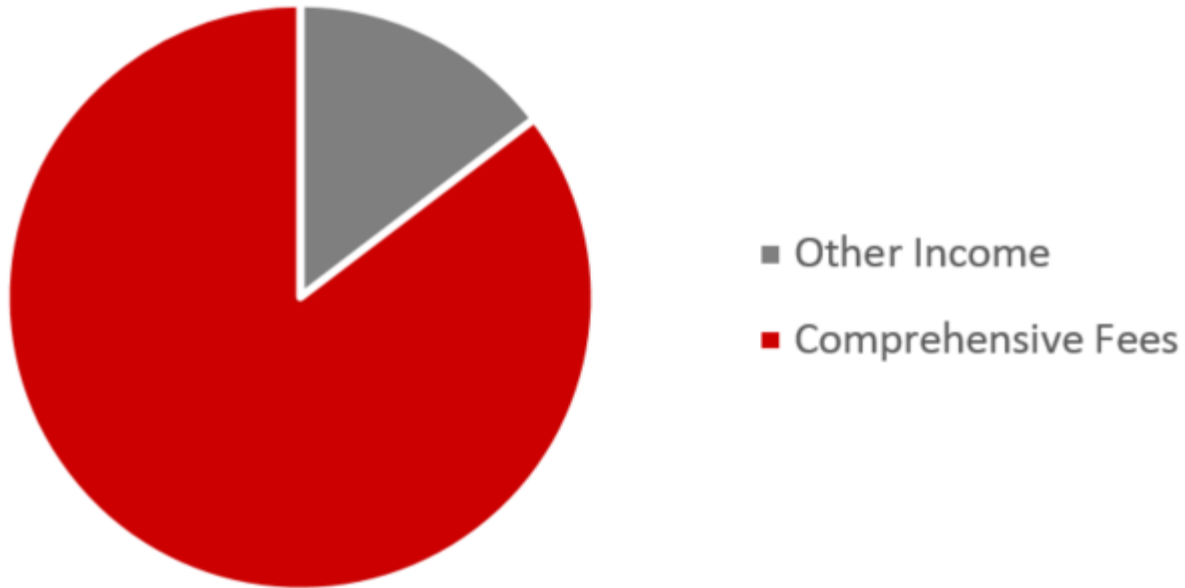
Intercollegiate Athletics

III. Strategic Initiatives

What strategies will Athletics implement in response to budget contractions while ensuring compliance with Chapter 704 (HB1897)?

Intercollegiate Athletics Strategic Initiatives

Revenue by Source FY16

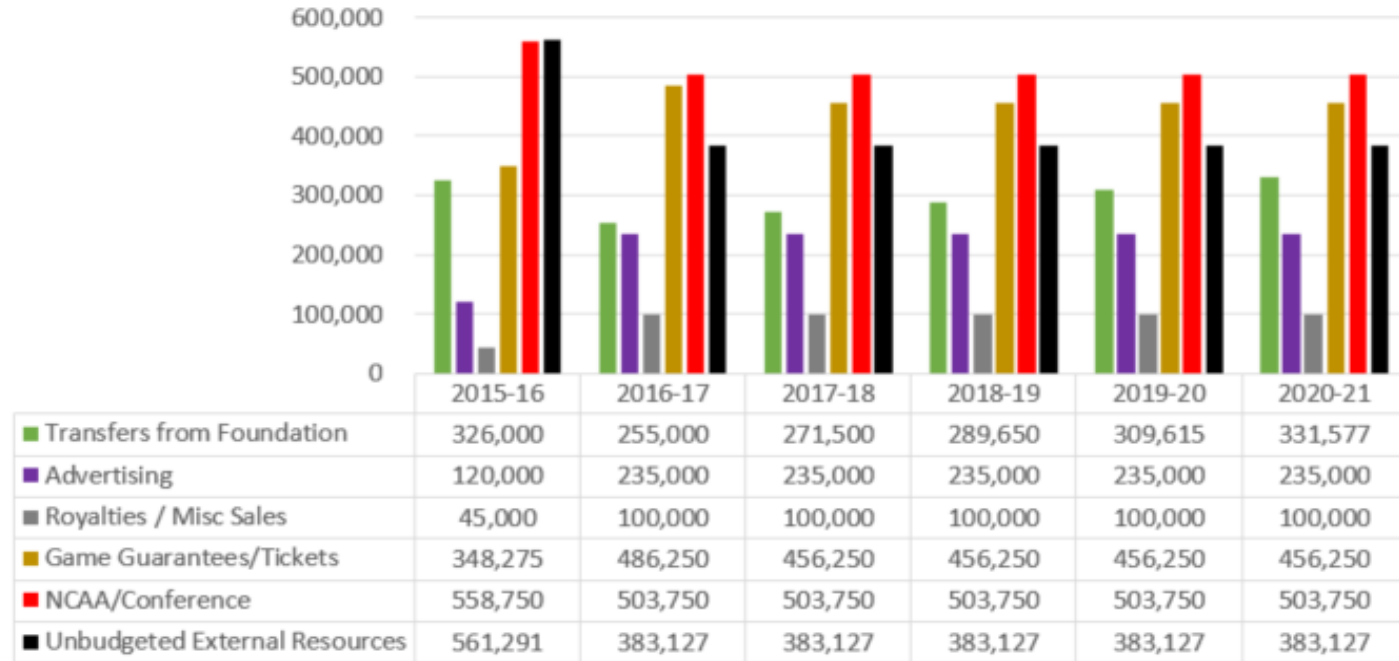


Intercollegiate Athletics Strategic Initiatives

Strategic Initiatives

1. Fundraising
2. Advertising (Learfield)
3. Game Guarantees/Ticket Sales
4. Cost-Saving Initiatives

Trend Other Income by Source



Intercollegiate Athletics

IV. Fundraising

What fundraising is needed and realistic to meet these projections?

Intercollegiate Athletics Fundraising Actuals/Projections

ATHLETICS FUNDRAISING FY05-FY21



Intercollegiate Athletics Fundraising-Athletic Club

Radford Athletic Club Highlights 2015-2016 Fiscal Year

	FY15	FY16 (YTD)	Change
Unrestricted Gifts	\$ 21,503.00	\$ 110,152.00	412%
Sports-Specific Gifts	\$ 43,224.00	\$ 90,651.00	110%
Endowment Scholarship Support	\$ 38,958.00	\$ 60,400.00	55%
Membership	286	411*	44%

*Target Goal of 500 Members by June 30, 2016

YTD Through May 3, 2016

- \$519,449 - Total Gifts & Pledges
- \$365,189 - Total Gifts (Cash & Gift-in-kind)
- \$204,000 - In-process of being booked in central Advancement

Average amount raised FY05-FY10 \$254,789

Average amount raised FY11-FY15 \$332,965

Intercollegiate Athletics Fundraising-Athletic Club

5-Year Development Plan

- 10% Increase in Total Gifts & Pledges each year
- Primary Initiatives
 1. Partnership w Central Advancement in annual Giving Program plan
 - Renewals, Former Student-Athletes, Parents, Alumni, Past Donors, Community
 2. 30 to 35 personal visits per month
 3. Two (2) Signature Fundraising events per year for Student-Athlete Scholarship Support
 - Goal of \$50k per year
 - 1st event- Callie Dalton & Associates Highlander Open Presented by Atlantic Bay Mortgage- June 3rd
 4. Continue to Solicit Major Gift Initiatives for Athletic Endowments, Student-Athlete Experience & Program Needs
 - Targeted Solicitations for July & August 2016 - \$597,500
 5. All-In Giving Day for Radford Athletics Club

Intercollegiate Athletics

V. Highlights

What have Student-Athletes achieved?

How have the Programs performed?

Intercollegiate Athletics Academic Highlights

APR

- 6 teams with 1000 *Men:* Baseball, Tennis *Women:* Basketball, Cross Country, Golf, Tennis
- GSR 89%
- 60% of Radford Student-Athletes 3.0 GPA or better

Individual Highlights

- Emily Hoke (Lacrosse), Tyler Swarmer (Baseball) nominated for the Christenberry Award for Academic Excellence
- Aisha Foy (Women's Basketball) selected by the NCAA to participate in the WBCA's 'So You Want to be a Coach' program at the NCAA Women's Final Four
- Aisha Foy (Women's Basketball) selected as Who's Who Among Students in American Colleges and Universities

All-Academic Team selections

- Men's Basketball: Justin Cousin
- Women's Basketball: Rachel Ross
- Women's Track: Cara Myrtle
- Women's Golf: Olivia Jay
- Men's Golf: Myles Creighton
- Men's Tennis: Natalie Sayers

Intercollegiate Athletics Athletic Highlights

Competitive Highlights

- Women's Softball - already exceeded last year's win total in Coach Morales' 1st year
- Women's Basketball - 18 wins; advanced to semi-finals of Big South tournament since 2013
- Women's Basketball - 2 All-Big South first team (1st time since '92)
- Baseball - 6 former Highlanders playing for minor league teams
- Men's Basketball - signature wins over Georgetown and Penn State; FY17 schedule includes games against UNC, Wake Forest, West Virginia
- Men's Soccer - advanced to its 3rd NCAA Tournament in program history

INFORMATION TECHNOLOGY REPORT

Information Technology Report

Board of Visitors

Governance, Administration & Athletics Committee

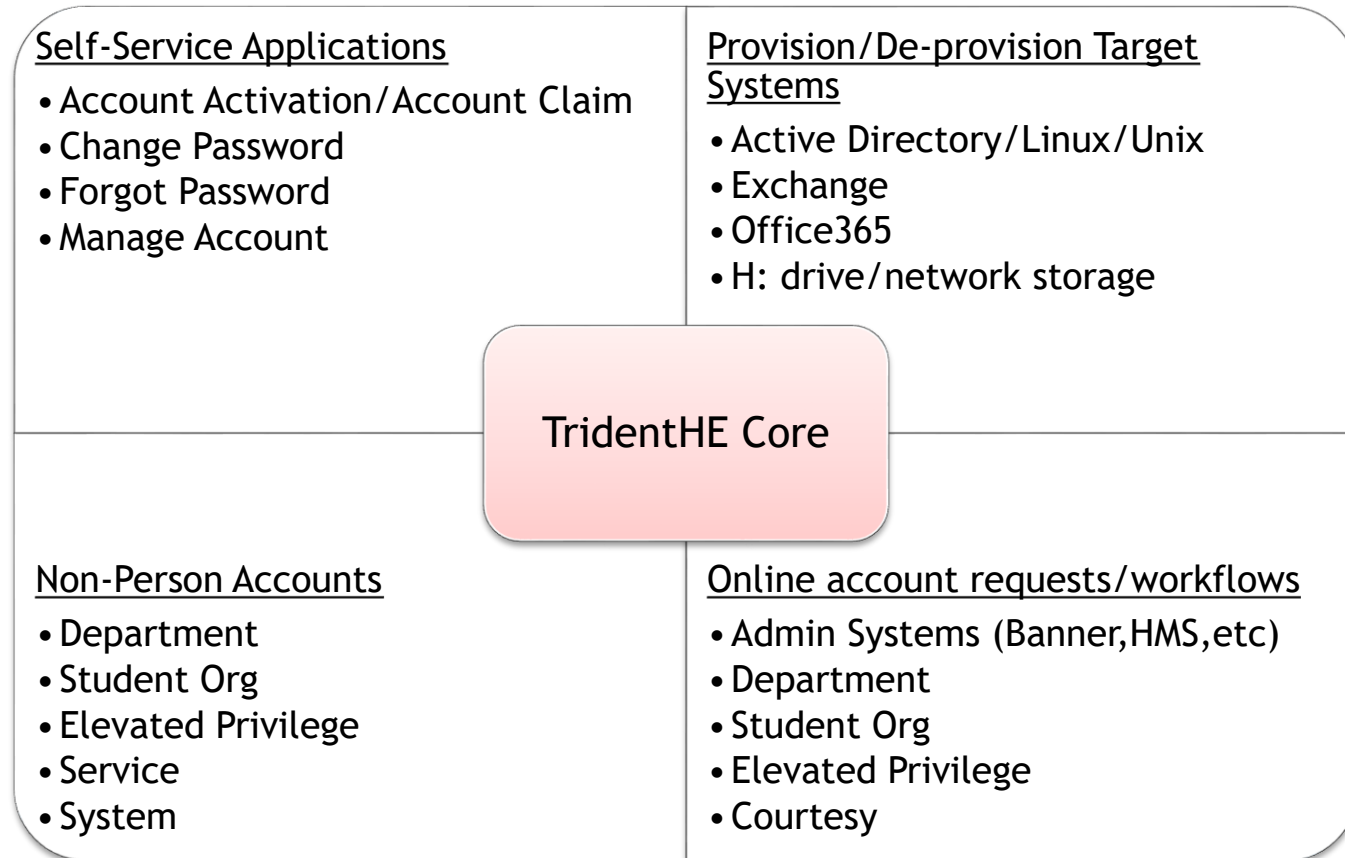
RADFORD
UNIVERSITY

Agenda

- Highlights since *May 2016*

Identity & Access Management Project

- The Identity and Access Management project closed on June 30, 2016. The following deliverables were included:



Starfish - Student Advising System

Starfish successfully
launched in August



Configuration and data integration activities were completed.

Training sessions were provided to Professional Advisors and Faculty Advisors who will serve as Starfish liaisons for each academic unit.

Additional training sessions were offered to all other potential users of Starfish during the week of *Our Turn* in August.

AgileAdvisor was decommissioned and Phase 1 of the Starfish implementation was launched before the start of the Fall semester.

Starfish Benefits

Some of the many Starfish benefits include:

- Sharing critical student information among those with the capacity to direct students to assistance.
- Notifying students at risk in their courses early enough for them to take appropriate action.
- Giving students the ability to efficiently schedule appointments with advisors and others.
- Giving advisors the tools needed to effectively communicate with students.
- Delivering a tool that can be used by the LARC, Career Center and Colleges with unique advising needs.
- Delivering "kudos" to students whose good performance should be recognized.

Student Enrollment

- RU has engaged Royall & Company to help increase student enrollment.
- Work is currently underway to build integrations between Royall, the University's administrative information system (Banner) and constituent relationship management system (Hobsons Radius).
- Launch of the application marketing campaign, along with a new admissions application, will take place in September.

Installation of Technology for the College of Humanities and Behavioral Sciences

Installation of classroom AV, computer labs and communications infrastructure was installed to be ready for the beginning of Fall semester. Additional refinements to these technologies will continue throughout the year.

Completed

- 13 classrooms, 7 computer labs and 55 meeting / collaboration rooms
- 2 video walls at the entrances of the building
- Installation of a video wall in the Emergency Operations Center
- Training and support for the new technology was provided to faculty before classes began.
- A technician dedicated to technology support in this facility has been hired.

Underway

- Installation of a state-of-the-art TV studio is underway with anticipated completion in October
- Installation of a E911 training simulator planned for September.

Technology Assistance Center Move

The Technology Assistance Center moved from Heth Hall to Walker Hall to:

- enhance walk-in support areas
- upgrade space for the support staff
- provide closer proximity to other IT staff to increase efficiencies, collaboration and problem resolution efforts

Technology Support Services

- 4,600 support requests were processed between May 1 and August 15.
- 53 technology training workshops were offered during the summer to provide faculty and staff with opportunities to enhance their technology skills.
- 174 faculty and staff received replacement computers between May 1 and August 15.
- 14 faculty/staff technology workshops were conducted during August *Our Turn*, with 7 workshops covering the use of the Desire 2 Learn learning management system and 7 workshops on office and productivity tools.
- Classrooms and Computer Labs were upgraded to Windows 10.

Learning Spaces

- Removed and reinstalled equipment in McGuffey 203 and 206 for a facilities rebuild. Added new programming for classroom Crestron controllers.
- Installed new laser projectors at the Roanoke Higher Ed Center and for the Doctor of Physical Therapy Program.
- Dismantled all AV systems in Whitt Hall for major renovation.
- Installed new electronic “Smartboards” in Covington Hall.
- Performed a health check of campus classrooms to identify and resolve technical issues prior to Fall opening.
- Installed AV systems in room 286 in the Center for the Sciences.
- Upgraded Young 302 and 406 with the latest projectors and control systems.
- Removed four existing AV systems in the basement of Russell Hall and reinstalled three of the latest AV designs in newly renovated spaces (Russell 007,025,033).



IT Infrastructure

- Completed the installation of network, wireless and door access hardware for the renovation of Draper Hall.
- Upgraded RU Express servers and software.
- Provisioned servers and disk storage and provided support for the upgrade to the campus portal.
- Replaced border firewalls to enhance security.
- Replaced network core routers.
- Upgraded campus network attached storage servers with additional storage and updated software.
- Supported moves from Whitt Hall, 307 Adams and Fairfax Street Apartments.
- Supported migration of the Library website to the university content management system.
- Completed a test of generator and UPS power for the campus data centers.

Cable TV

- Installed new digital TV channel to feed digital signage specifically for the College of Humanities & Behavioral Sciences (CHBS).
- Installed a new fiber modulator to feed additional cable TV signals to new campus locations including CHBS.
- A new fiber connection to the Armstrong CATV head-end was also added.

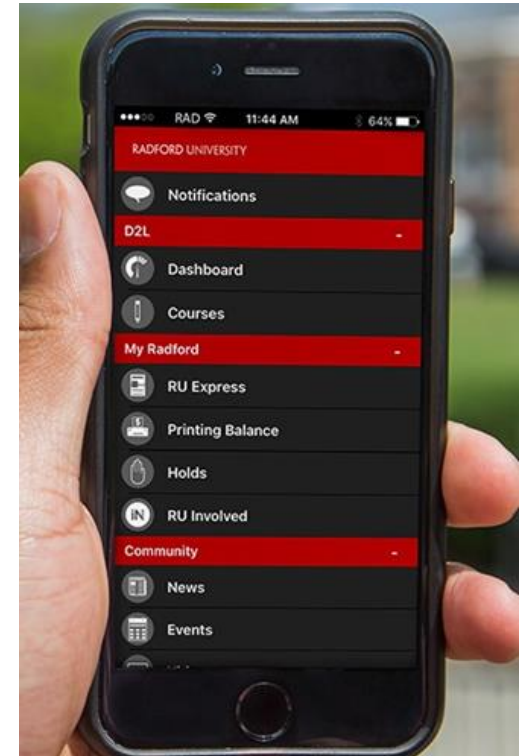
RU Mobile - A new platform from Dublabs

The *RUMobile* app for iPhone and Android devices hosts many useful features for students such as class schedule, semester grades, upcoming campus events, dining menus, bus routes, directory, news articles and more.

This summer, a new version was released giving students additional tools including a new dashboard and integration with D2L to view courses, assignments, grade information, rosters and announcements.

The new version was rolled out before Quest with links to the student and parent program guides.

The RUMobile platform was moved off of the Ellucian Mobile environment and on to the Dublabs Mobile environment at a lower cost to the university.



Banner 8 Upgrades Deployed to Meet Banner XE Requirements

- Eighteen Banner modules were upgraded to the latest releases to support current Financial Aid regulatory updates.
- The integration to the Commonwealth's eVA procurement system was upgraded to the latest version.
- These upgrades established the infrastructure and application environment to implement the first phase of the Banner XE implementation.

Banner XE Development Environment Established

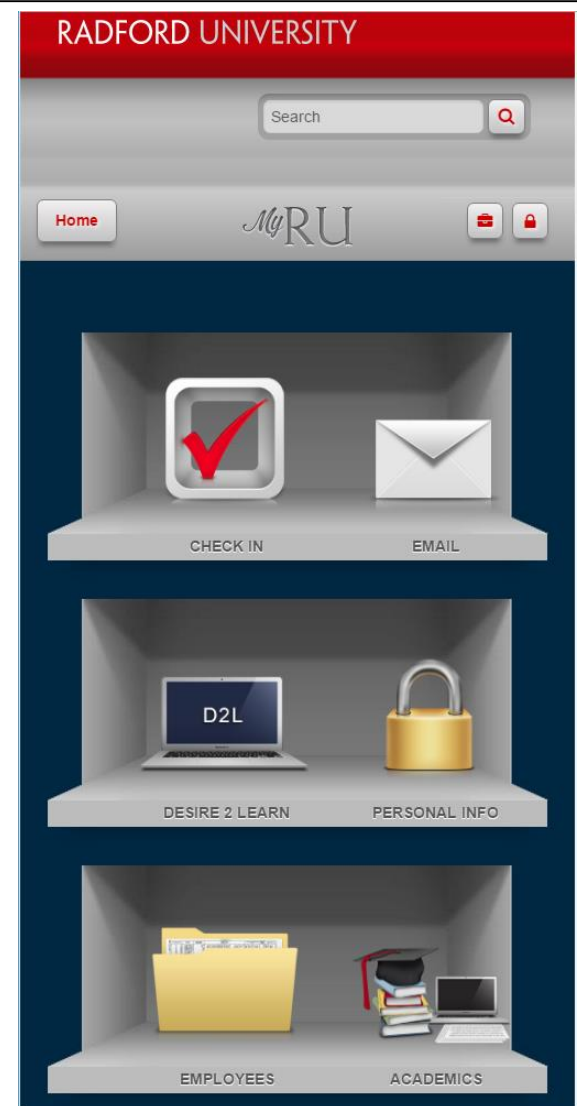
- The next major release for Banner, Banner XE, has been installed in a development environment for assessment and testing.
- Functional and technical teams have received XE training from Ellucian.
- Planning and discussions are underway for a phased rollout of Banner XE to production.

MyRU Enhancements

MyRU is the internal portal for single sign-on to many academic and administrative functions of the University.

A new version was rolled out to campus in August with upgraded security features and improved overall performance.

The new version also brings with it a more responsive, mobile friendly design for use on phones and tablets.



Campus Wi-Fi Enhanced with eduroam

- eduroam is a new Wi-Fi network available on campus allowing people from other universities participating in the eduroam consortium to easily access the Radford Wi-Fi network.
- This membership also allows Radford faculty, staff and students to connect to Wi-Fi networks at other schools that participate in eduroam (e.g., GMU, JMU, ODU, VT, UVa, VCU and other institutions around the world).

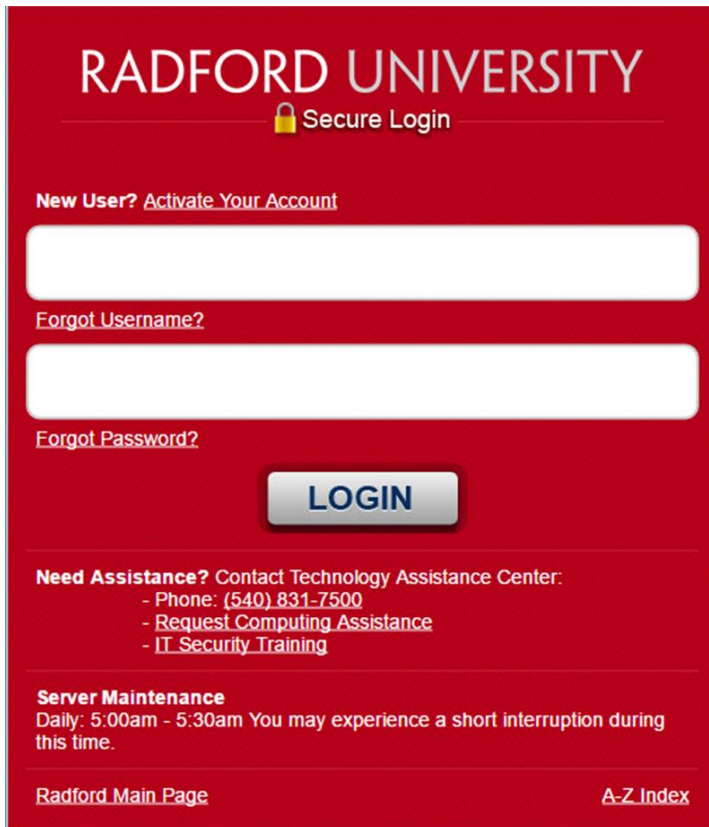
IBM Cognos Analytics/ODS 8.5

- The next major release for Cognos has been installed in a development environment for assessment and testing.
- ODS 8.5 has been installed in the development environment for testing and configuration for Degree Works reporting.
- Testing and planning for production implementation will begin in September.

IBM Watson Analytics

- Partnered with IBM Watson Analytics to provide students and faculty with free access to a cloud-based analytics service that enables a business user to be a “citizen data scientist”.
- Working with a faculty member in the College of Science and Technology to develop a proof-of-concept predictive analytics model for student retention using IBM Watson Analytics.
- Developed scrubbed datasets for data exploration.

CAS/Shibboleth Single Sign-on Project



RADFORD UNIVERSITY
Secure Login

New User? [Activate Your Account](#)

[Forgot Username?](#)

[Forgot Password?](#)

LOGIN

Need Assistance? Contact Technology Assistance Center:
- Phone: (540) 831-7500
- [Request Computing Assistance](#)
- [IT Security Training](#)

Server Maintenance
Daily: 5:00am - 5:30am You may experience a short interruption during this time.

[Radford Main Page](#) [A-Z Index](#)

To provide a more secure mechanism for integration with hosted systems, work continues to complete the migration of several existing systems to Shibboleth or Central Authentication Service (CAS).

Integration with RU Express, University Tickets, Starfish, Hobsons Radius, eVA and Kaltura have been completed.

Integration is underway for T2 parking, ServiceNow, Barnes and Noble Ignite and Office 365.

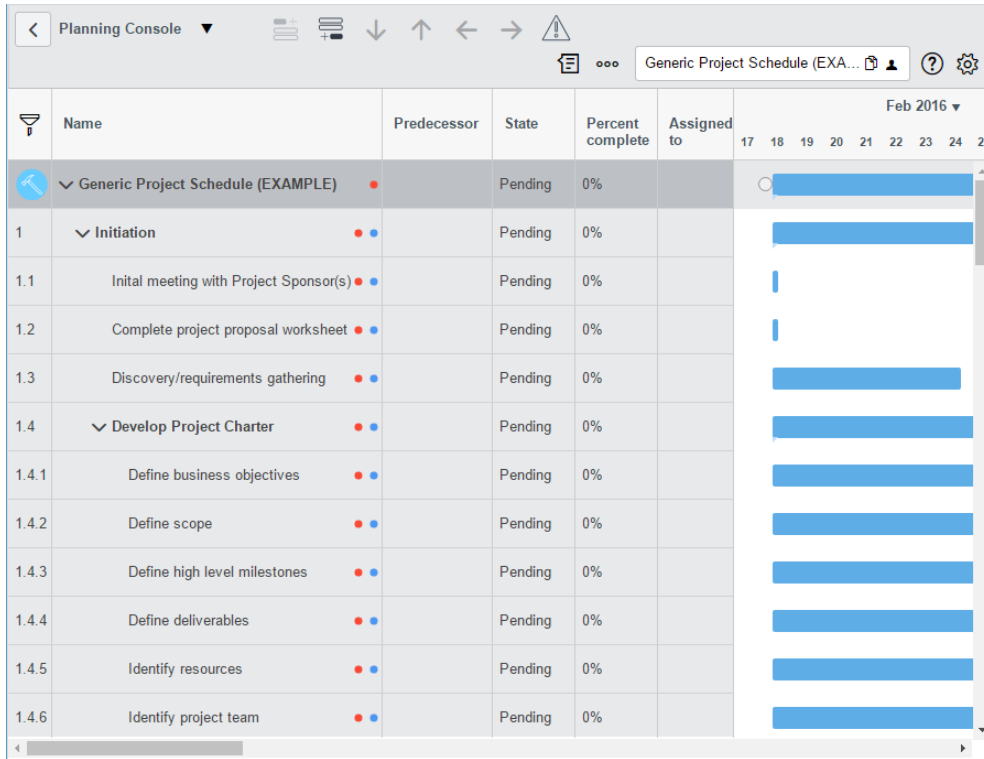
OrgSync

- OrgSync, or RU Involved, creates an online community for organizations to streamline and manage groups and activities and drive engagement.
- A new tenant has been established for Residential Life to use with on campus housing groups.
- This will ensure communications and group activities can be organized more effectively.

Information Security

- The ISO enhanced the vulnerability management program with the purchase and deployment of additional scanning capability.
- Dashboards for daily reporting of anomalous events have been improved.
- Policies and procedures are being revised and modernized.
- The Incident Response Plan is being rewritten.
- At the present time, the biggest information security problem facing Radford University's computers and users is ransomware.
- Plans are underway for an awareness campaign for October's Cybersecurity Awareness month.

ServiceNow Upgrade



The ServiceNow platform was upgraded in July to the Helsinki release.

The release provides expanded and improved functionality for IT Service Management and Project Management.

Project Management training opportunities were offered in August for the many new features and redesigned project module interface.

Hosted Application / Virtual Computer Lab

- In collaboration with Procurement, currently working on the release of an RFP for a “Hosted Application / Virtual Computer Lab Environment”.
- This RFP will be issued the first week in September with responses due back in mid-October.

Printing Services Equipment Upgrades



A Morgana Digifold Pro was installed to enable creasing and folding of coated and heavyweight stock in one step.

An Epson Stylus Pro 4900 17-inch inkjet printer was added for small to medium sized photos and mid-size posters.

Questions?

INTERCOLLEGIATE ATHLETICS REORT

Intercollegiate Athletics

Board of Visitor's Presentation

- I. Student-Athlete Experience
- II. Academic Excellence
- III. Competitive Excellence
- IV. Culture
- VIII. Branding
- IX. Resource Development

Intercollegiate Athletics

Student-Athlete Experience

Leadership

- Rachel Ross of Women's Basketball and Zach Turk of Men's Soccer participated in the annual Big South Leadership Conference
- Zach Turk of Men's Soccer participated in summer internship with the Governor's office

Growth

- Over 20 incoming freshmen participated in the Athletics Summer Bridge Program
 - Men's Basketball-3.66
 - Women's Basketball-3.47
 - Baseball -3.66
 - Volleyball-4.0

Life Skills

- Key note speakers-Hazing, Title IX, Mentors and Violence, Social Media, Financial Planning
- Career event focusing on internships

Intercollegiate Athletics

Academic Excellence 2015-2016

- Over 60% of our Student-Athletes finished with a 3.0 GPA or better
- 13 of 16 Highlander Teams with a 3.0 GPA or better in Spring 2016
- 16 Big South All-Academic Selections
- Women's Lacrosse recognized as an Academic Honor Squad by the IWLCA
- Women's Volleyball earned American Volleyball Coaches Association (AVCA) Academic Award
- Men's Golf recognized as a 2016 All-Academic Team by the Golf Coaches Association of America

- Fraser Colmer of Men's Soccer selected as CoSIDA All-American
- Jo Vetle Rimstad of Men's Soccer selected NSCAA Scholar-Athlete

- Women's Basketball Student-Athlete Aisha Foy nominated for NCAA Woman of the Year

Intercollegiate Athletics

Competitive Excellence 2015-2016

- Men's Soccer won Big South Regular Season Championship
- Men's Soccer advanced to Big South Championship match
- Men's Soccer with At-Large bid to NCAA Tournament
- Women's Basketball finished 3rd in Big South standings
- Women's Basketball advanced to Big South Tournament Semi-Finals
- Baseball advanced to Big South Semi-Finals
- Softball advanced to Big South Semi-Finals

Competitive Excellence 2016-2017

Fall Sports

- Men's Soccer-first place
- Volleyball-third place
- Men's Basketball marquee games include: Wake Forest, North Carolina, West Virginia, VMI, UNC Wilmington, Elon

Intercollegiate Athletics

Culture

- Title IX compliance assessment
 - Training for Coaches and Student-Athletes on NCAA current affairs
- Support and Sustain Gender Equity/Title IX

Student-Athlete Programming:

- Hazing
- Title IX
- Mentors & Violence
- Alcohol EDU

Intercollegiate Athletics

Branding

- Athletics Logos
 - Partnered with Joe Bosack, Inc.
 - Internal and External University stakeholders involved in this process
 - Potential to significantly increase royalties

- Fan Experience
 - Learfield fan survey for MBB experience
 - Critical to upgrade Band & Spirit Squads
 - Concessions upgrade-partner with Chartwell's

Intercollegiate Athletics

Branding

- Completed first year with Learfield-Results in FY16
 - Contracted Cash \$123,195
 - Contracted Trade \$119,450
 - Combined Cash & Trade \$242,645

- Projections for FY17
 - Contracted Cash \$180,000
 - Contracted Trade \$120,000
 - Combined Cash & Trade \$300,000

Intercollegiate Athletics

Resource Development

- Total Gifts & New Pledges/Total RAC Members

- 2014-2015 \$520,395 280 members
- 2015-2016 \$863,242 451 members

- Total Gifts & New Pledges/Total RAC Members

- Goals 2016-2017

\$950,000 550 members

Intercollegiate Athletics

RAC Areas of Focus

- Annual Fund-Unrestricted Giving
- Annual Fund-Sport Specific Giving- Example- Soccer Circle of Champions
- Endowment & Planned Giving
 - Scholarships
 - Major Gifts
- Capital Projects-Facility Enhancement
 - Naming Opportunities
 - Major Gifts

Intercollegiate Athletics

RAC Events

- Meet the Coaches event at the Farmhouse in Christiansburg-October 4th
- Highlander Athletics Hall of Fame-October 14th
- Pre-game socials prior to men's and women's basketball contests
- Partnering with Alumni Affairs for events surrounding away athletics contests
- Event prior to Men's Basketball game at UNC-John Montgomery's home in Chapel Hill-December 3rd
- Red & White Auction-Spring/Summer 2017
- Spring Highlander Golf Outing