

# Board of Visitors

**Quarterly Meeting  
February 2019**

**RADFORD UNIVERSITY**

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Board of Visitors

# RADFORD UNIVERSITY

Board of Visitors

## QUARTERLY MEETING

9:00 A.M. \*\*

FEBRUARY 8, 2019

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

### **DRAFT** **AGENDA**

- **CALL TO ORDER** Mr. Mark S. Lawrence, *Rector*
- **APPROVAL OF AGENDA** Mr. Mark S. Lawrence, *Rector*
- **APPROVAL OF MINUTES** Mr. Mark S. Lawrence, *Rector*  
December 7, 2018
- **PRESIDENT'S REPORT** Dr. Brian O. Hemphill, *President*
- **ACADEMIC EXCELLENCE AND RESEARCH COMMITTEE** Dr. Susan Whealler Johnston, *Chair*
  - Report to the Board of Visitors
- **BUSINESS AFFAIRS AND AUDIT COMMITTEE** Mr. Gregory A. Burton, *Chair*
  - Report to the Board of Visitors
  - Recommendation of Resolution Certifying Compliance with the Radford University Debt Management Policy
- **GOVERNANCE, ADMINISTRATION AND ATHLETICS COMMITTEE** Dr. Rachel D. Fowlkes, *Chair*
  - Report to the Board of Visitors
- **STUDENT SUCCESS COMMITTEE** Dr. Debra McMahon, *Chair*
  - Report to the Board of Visitors
- **UNIVERSITY ADVANCEMENT, UNIVERSITY RELATIONS AND ENROLLMENT MANAGEMENT COMMITTEE** Ms. Krisha Chachra, *Chair*
  - Report to the Board of Visitors
- **REPORT TO THE BOARD OF VISITORS FROM THE STUDENT REPRESENTATIVE TO THE BOARD** Ms. Myriah Brooks, *Student Representative (Non-Voting, Advisory Member)*

- **REPORT ON THE RADFORD UNIVERSITY FOUNDATION** Ms. Georgia Anne Snyder-Falkinham, *BOV Liaison to RU Foundation*
- **GOVERNMENT RELATIONS UPDATE** Ms. Lisa Ghidotti, *Director State Government Relations*
- **STRATEGIC PLAN UPDATE** Ms. Ashley Schumaker, *Chief of Staff and Vice President for University Relations*
- **CLOSED SESSION** Mr. Mark S. Lawrence, *Rector*  
Virginia Freedom of Information Act §2.2-3711  
(A)(1), (3) and (7)
- **ACTION ITEMS** Mr. Mark S. Lawrence, *Rector*
  - Final Approval of Jefferson College of Health Sciences Merger
- **OTHER BUSINESS** Mr. Mark S. Lawrence, *Rector*
- **ANNOUNCEMENTS** Mr. Mark S. Lawrence, *Rector*  
**2019 Meeting Dates**
  - May 9-10, 2019 BOV Meetings
  - May 11, 2019 Spring Commencement
  - July 14-16, 2019 Retreat
- **ADJOURNMENT** Mr. Mark S. Lawrence, *Rector*

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

### **BOARD MEMBERS**

Mr. Mark S. Lawrence, Rector  
 Mr. Robert A. Archer, Vice Rector  
 Dr. Thomas Brewster  
 Dr. Jay A. Brown  
 Mr. Gregory A. Burton  
 Ms. Krisha Chachra  
 Dr. Rachel D. Fowlkes  
 Dr. Susan Whealler Johnston  
 Mr. James R. Kibler, Jr.  
 Mr. Randy J. Marcus  
 Dr. Debra K. McMahan  
 Ms. Karyn K. Moran  
 Ms. Nancy Angland Rice  
 Ms. Georgia Anne Snyder-Falkinham  
 Ms. Lisa Throckmorton

# February 2019 Meeting Materials

**RADFORD UNIVERSITY**

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Board of Visitors

**Radford University Board of Visitors  
Business Affairs & Audit Committee  
February 7, 2019**

**Action Item  
Compliance with Debt Management Policy**

**Item:**

Adoption of a Resolution certifying that Radford University is in compliance with its Debt Management Policy. In addition, this certification is required annually by the Secretary of Finance for the Commonwealth of Virginia as part of Institutional Performance reporting.

**Background:**

The 2005 Session of the General Assembly adopted, and the Governor signed, legislation that provides Radford University and all other public colleges and universities in the Commonwealth the opportunity to attain certain authority and autonomy to manage its academic and administrative affairs more efficiently and effectively through implementation of the Restructured Higher Education Financial and Administrative Operations Act. At its meeting on June 30, 2005, the Radford University Board of Visitors approved a Resolution of Commitment allowing the University to exercise restructured financial and operational authority as identified in the Restructuring Act.

The 2015 Virginia Acts of Assembly, Chapter 665 includes a requirement in the General Provisions related to Higher Education Restructuring. §4-9.01 requires, in part, that: *“Consistent with § 23-9.6:1.01 [recodified as § 23.1-206], Code of Virginia, the following education-related and financial and administrative management measures shall be the basis on which the State Council of Higher Education shall annually assess and certify institutional performance. Such certification shall be completed and forwarded in writing to the Governor and the General Assembly no later than October 1 of each even-numbered year. Institutional performance on measures set forth in paragraph D of this section shall be evaluated year-to-date by the Secretaries of Finance, Administration, and Technology as appropriate, and communicated to the State Council of Higher Education before October 1 of each even-numbered year. Financial benefits provided to each institution in accordance with § 2.2-5005 will be evaluated in light of that institution’s performance.”*

The Secretary of Finance collects information to fulfill the reporting requirements as they relate to paragraph D-Financial and Administrative Standards, specifically §4-9.01 d.2. which states: *“Institution complies with a debt management policy approved by its governing board that defines the maximum percent of institutional resources that can be used to pay debt service in a fiscal year, and the maximum amount of debt that can be prudently issued within a specified period.”* To assess this measure, the Secretary of Finance is seeking a statement from the Board of Visitors certifying Radford University’s compliance with said policy and the effective date of that policy.

Schedule A below provides the required ratio calculation and demonstrates the University is in compliance with its Debt Management Policy. Currently, as disclosed in the 2018 unaudited annual financial statements, the University’s debt obligations including affiliated foundation total \$86,244,130 which is mainly attributable to the Student Recreation and Wellness Center, Renovations of four Residence Hall projects, and the affiliated foundation property acquisition.

<b>Schedule A</b>				
<b>RADFORD UNIVERSITY DEBT MANAGEMENT POLICY RATIO</b>				
The calculation reflects June 30, 2018 unaudited Financial Statements for Total Operating Expenses (as defined in the University’s Debt Management Policy); however, Annual Debt Service reflects expected payments as of June 30, 2019.				
<b>Board Approved Ratios</b>	<b>Range</b>	<b>Formula</b>	<b>Unaudited Financial Statements as of 6/30/2018</b>	
<b><u>Debt Burden Ratio</u></b> Max Annual Debt Service as % of Operating Expenses	<b>&lt; 7%</b>	<u>Annual Debt Service*</u> Total Operating Expenses*	\$4,186,317	1.71%
			\$244,795,452	

\* Ratio includes Radford University Foundation

The Debt Management Policy also identifies that an annual report shall be prepared for review by the Board of Visitors. The notes to the annual financial statements provide the required elements to comply with the Debt Management Policy. Below are the Financial Statement Notes related to outstanding obligations that were prepared for the year-ending June 30, 2018 (unaudited):

**NOTE 7: Long-Term Debt**

**Notes Payable—Pooled Bonds**

The University issued 9(d) bonds by participating in the Public Higher Education Financing Program (Pooled Bond Program) created by the Virginia General Assembly in 1996. Through the Pooled Bond Program, the Virginia College Building Authority (VCBA) issues 9(d) bonds and uses the proceeds to purchase debt obligations (notes) of the University and various other institutions of higher education. The University’s general revenue secures these notes.

The composition of notes payable at June 30, 2018, is summarized as follows:

<u>Notes Payable - Pooled Bonds:</u>	<u>Interest Rates</u>	<u>Final Maturity</u>
Student Fitness Center		
Series 2009B, \$3.720 million par amount	2.00% - 5.00%	September 1, 2029
Series 2016A, \$2.285 million par amount – partial refunding of Series 2009B	3.00% - 5.00%	September 1, 2029
Series 2011A, \$4.235 million par amount	3.00% - 5.00%	September 1, 2031

Series 2012B, \$11.155 million par amount	3.00% - 5.00%	September 1, 2032
Series 2013A, \$4.865 million par amount	2.00% - 5.00%	September 1, 2033

### **Bonds Payable—9c**

The University has issued bonds pursuant to section 9(c) of Article X of the Constitution of Virginia. Section 9(c) bonds are general obligation bonds issued by the Commonwealth of Virginia on behalf of the University. They are secured by the net revenues of the completed project and the full faith, credit, and taxing power of the Commonwealth of Virginia.

The composition of bonds payable at June 30, 2018, is summarized as follows:

<u>Bonds Payable - 9c:</u>	<u>Interest Rates</u>	<u>Final Maturity</u>
Renovation of Washington Hall (residence hall)		
Series 2013A, \$5.040 million par amount	2.00% - 5.00%	June 1, 2033
Renovation of Pocahontas, Bolling, Draper (residence halls)		
Series 2014A, \$11.080 million par amount	2.00% - 5.00%	June 1, 2034
Series 2015A, \$8.820 million par amount	2.00% - 5.00%	June 1, 2035
Series 2016B, \$7.160 million par amount	3.00% - 5.00%	June 1, 2036

### **Installment Purchase Obligations**

The University has future obligations under an installment purchase agreement initiated in January 2009. The capitalized value of the asset purchased under this installment purchase agreement is \$114,460 and the repayment term is 10 years at an interest rate of 2.087 percent.

A summary of changes in long-term debt for the year ending June 30, 2018, is presented as follows:

	<u>Beginning Balance</u>	<u>Additions</u>	<u>Reductions</u>	<u>Ending Balance</u>	<u>Current Portion</u>	<u>Noncurrent Portion</u>
Long-term debt:						
Notes payable - pooled bonds	\$22,241,962	-	\$1,096,274	\$21,145,688	\$980,000	\$20,165,688
Bonds payable - 9c	32,545,300	-	1,309,683	31,235,617	1,200,000	30,035,617
Installment purchase obligations	24,875	-	12,309	12,566	12,566	-
Total long-term debt	<u>\$54,812,137</u>	<u>-</u>	<u>\$2,418,266</u>	<u>\$52,393,871</u>	<u>\$2,192,566</u>	<u>\$50,201,305</u>

Future principal payments on long-term debt are as follows:

<u>Fiscal Year Ending</u>	<u>Notes Payable Pooled Bonds</u>	<u>Bonds Payable - 9c</u>	<u>Installment Purchase</u>
June 30, 2019	980,000	1,200,000	12,566
June 30, 2020	1,030,000	1,260,000	-
June 30, 2021	1,085,000	1,320,000	-
June 30, 2022	1,135,000	1,395,000	-
2023-2027	6,465,000	8,005,000	-

2028-2032	7,200,000	9,695,000	-
2033-2036	1,445,000	5,615,000	-
Unamortized Premium	1,805,688	2,745,616	-
Total	<u>\$21,145,688</u>	<u>\$31,235,616</u>	<u>\$12,566</u>

Future interest payments on long-term debt are as follows:

Fiscal Year Ending	Notes Payable Pooled Bonds	Bonds Payable - 9c	Installment Purchase
June 30, 2019	743,306	1,119,500	197
June 30, 2020	698,006	1,059,500	-
June 30, 2021	650,181	996,500	-
June 30, 2022	596,731	930,500	-
2023-2027	2,185,622	3,603,150	-
2028-2032	882,200	1,913,163	-
2033-2036	38,625	359,850	-
Total	<u>\$5,794,671</u>	<u>\$9,982,163</u>	<u>\$197</u>

### Long-Term Debt Defeasance

During fiscal year 2017, the Commonwealth of Virginia, on behalf of the University, issued pooled bonds Series 2016A for \$2,285,000 with interest rates of 3.0 to 5.0 percent to advance refund \$2,305,000 of Series 2009B pooled bonds. The bonds, issued at a premium of \$470,852, are used to provide funds for debt service savings for the Commonwealth. The net proceeds were deposited in an irrevocable trust with an escrow agent to provide for future debt service payments on the refunded bonds.

The advanced refunding resulted in a deferred accounting loss of \$296,927 for the University, which is being amortized to interest expense over the life of the new debt. At June 30, 2018, \$251,824 of the unamortized deferred loss is reported on the Statement of Net Position as a deferred outflow of resources. The defeasance will reduce the University's total debt service obligation by \$184,341 over the next 13 years. The debt service savings discounted at a rate of 1.849 percent results in an economic gain of \$167,810.

For financial reporting purposes, these notes payables are considered an in-substance defeasance and have therefore been removed from the long-term debt payable line item of the Statement of Net Position. The assets in escrow have similarly been excluded.

### NOTE 20E: Component Unit Financial Information

The following is a summary of the outstanding notes payable at June 30, 2018:

Note payable in monthly installments calculated on a ten year amortization with a balloon payment of remaining amount in May 2020, interest payable at LIBOR plus 1.48 percent (3.58 and 2.53 percent at June 30, 2018 and 2017,	\$383,124
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respectively). Outstanding principal due upon maturity in May 2020. Unsecured.

Note payable in monthly installments of \$17,532 through July 2018 with interest payable at 2.01 percent. Unsecured. 18,346

Note payable in monthly installments of \$2,601 through November 2020, interest payable at 1.54 percent. Secured by deposit accounts maintained by and investment property held with the institution. 73,789

Notes payable in monthly installments calculated on a twenty-five year amortization with a balloon payment of remaining amount in May 2021, with Interest payable at LIBOR plus 0.82 (2.91% at June 30, 2018). Secured by real estate and deposit accounts maintained by and investment property held with the institution. Additionally secured by an assignment of leases and rents. 410,000

Notes payable in monthly installments calculated on a twenty year amortization with a balloon payment of remaining amount in May 2023, with Interest payable at LIBOR plus 0.82 (2.91% at June 30, 2018). Secured by real estate and deposit accounts maintained by and investment property held with the institution. Additionally secured by an assignment of leases and rents. 465,000

Notes payable in monthly installments calculated on a twenty-five year amortization with a balloon payment of remaining amount in May 2021, with Interest payable at LIBOR plus 0.82 (2.91% at June 30, 2018). Secured by real estate and deposit accounts maintained by and investment property held with the institution. Additionally secured by an assignment of leases and rents. 22,500,000

Notes payable in monthly installments calculated on a twenty- five year amortization with a balloon payment of remaining amount in May 2021, with Interest payable at LIBOR plus 0.82 (2.91% at June 30, 2018). Secured by real estate and deposit accounts maintained by and investment property held with the institution. Additionally secured by an assignment of leases and rents. 10,000,000

Total long-term debt \$33,850,259

Future principal payments on notes payable for years ending June 30 are as follows:

2019	\$130,748
2020	553,178
2021	1,386,798
2022	1,026,514
2023 and thereafter	<u>30,753,021</u>
Total long-term debt	<u>33,850,259</u>

Notes payables are subject to certain affirmative and negative covenants. Management believes the Foundation has complied with all covenants as of June 30, 2018.

**Action:**

Board of Visitors adoption of a Resolution of Compliance with the Radford University Debt Management Policy.

**Radford University Board of Visitors  
Resolution  
Compliance with Debt Management Policy**

**February 8, 2019**

**WHEREAS**, the 2005 Session of the General Assembly adopted, and the Governor signed, legislation that provides Radford University and all other public colleges and universities in the Commonwealth the opportunity to attain certain authority and autonomy to manage its academic and administrative affairs more efficiently and effectively through implementation of the Restructured Higher Education Financial and Administrative Operations Act; and

**WHEREAS**, on June 30, 2005, the Radford University Board of Visitors approved a Resolution of Commitment allowing the University to exercise restructured financial and operational authority as identified in the Restructuring Act; and

**WHEREAS**, the Governor has established financial and management measures on which annual assessment and certification of institutional performance will be evaluated; and

**WHEREAS**, the financial and management measures require the Radford University Board of Visitors to approve a Debt Management Policy; and

**WHEREAS**, the Radford University Board of Visitors approved such Debt Management Policy at its March 30, 2007 meeting; revisions to this policy were approved by the Board of Visitors at its August 23, 2007, November 12, 2010 and February 8, 2012 meetings; and

**WHEREAS**, Schedule A demonstrates that the University meets the requirements outlined in the Debt Management Policy; and

**WHEREAS**, the Board of Visitors must annually certify Radford University's compliance with the approved Debt Management Policy to the Secretary of Finance for the Commonwealth of Virginia;

**NOW, THEREFORE, BE IT RESOLVED**, this resolution approved by the Radford University Board of Visitors certifies that the University is in compliance with its Debt Management Policy.

# Student Representative Report

RADFORD  
UNIVERSITY

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# Survey Update

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- **Implementation**
- **Launch**



# Service Project Event

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- **Service Day - April 11th, 2019**
- **Unity Fest Update**



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# Discussion

# Strategic Plan Update

RADFORD  
UNIVERSITY

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# Progress Update Website

Progress | Strategic Plan | Radford University

https://www.radford.edu/content/strategic-planning/home/progress.html#academic-excellence-and-research

## STRATEGIC PLANNING

Divisions ▾

### EMBRACING THE TRADITION AND ENVISIONING THE FUTURE

View the 2018–2023 Radford University Strategic Plan [PDF] »

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- Home
- Process +
- History
- Progress**

## Progress

The Fall 2018 update regarding progress on Radford University's Strategic Plan is available by focal area.

- > [Academic Excellence and Research](#)
- > [Brand Identity](#)
- > [Economic Development and Community Partnerships](#)
- > [Philanthropic Giving and Alumni Engagement](#)
- > [Strategic Enrollment Growth](#)

**PROGRESS UPDATE INDICATORS**

PROSPECTIVE STUDENTS CURRENT STUDENTS PARENTS FACULTY/STAFF RESOURCES COMMUNITY ALUMNI & FRIENDS [APPLY NOW »](#)

# Progress Update Indicators

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Progress is on track.



Progress has begun, but may be delayed.



No progress has been reported.



To date, there is no progress to report.  
Progress may be available at a later time.



This goal and strategy of the strategic plan has been successfully completed.

# Academic Excellence and Research

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- 17 goals and objectives
  - *9 progress on track*
  - *8 no progress reported*

ACADEMIC  
EXCELLENCE AND  
RESEARCH

BRAND IDENTITY

ECONOMIC  
DEVELOPMENT  
AND COMMUNITY  
PARTNERSHIPS

PHILANTHROPIC  
GIVING AND  
ALUMNI  
ENGAGEMENT

STRATEGIC  
ENROLLMENT  
GROWTH

STUDENT  
SUCCESS

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# Brand Identity

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- 6 goals and objectives
  - 4 *progress on track*
  - 2 *progress begun but may be delayed*

ACADEMIC EXCELLENCE AND RESEARCH	<b>BRAND IDENTITY</b>	ECONOMIC DEVELOPMENT AND COMMUNITY PARTNERSHIPS	PHILANTHROPIC GIVING AND ALUMNI ENGAGEMENT	STRATEGIC ENROLLMENT GROWTH	STUDENT SUCCESS
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# Economic Development and Community Partnerships

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- 4 goals and objectives
  - *2 progress on track*
  - *2 progress begun but may be delayed*



# Philanthropic Giving and Alumni Engagement

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- 10 goals and objectives
  - *7 progress on track*
  - *1 progress begun but may be delayed*
  - *2 no progress reported*

ACADEMIC EXCELLENCE AND RESEARCH	BRAND IDENTITY	ECONOMIC DEVELOPMENT AND COMMUNITY PARTNERSHIPS	PHILANTHROPIC GIVING AND ALUMNI ENGAGEMENT	STRATEGIC ENROLLMENT GROWTH	STUDENT SUCCESS
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# Strategic Enrollment Growth

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- 18 goals and objectives
  - *18 progress on track*



# Student Success

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- 14 goals and objectives
  - *12 progress on track*
  - *1 no progress reported*
  - *1 completed*

ACADEMIC  
EXCELLENCE AND  
RESEARCH

BRAND IDENTITY

ECONOMIC  
DEVELOPMENT  
AND COMMUNITY  
PARTNERSHIPS

PHILANTHROPIC  
GIVING AND  
ALUMNI  
ENGAGEMENT

STRATEGIC  
ENROLLMENT  
GROWTH

STUDENT  
SUCCESS

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# Discussion

# **RADFORD** UNIVERSITY

## **2018-2023 Strategic Plan**

### **Embracing the Tradition and Envisioning the Future**

#### **Academic Excellence and Research**

#### **Fall 2018 Updates**

**Strategy 1A: Require students in each degree program to complete program components in which critical thinking and reasoning skills, written and oral communication skills and characteristics of professionalism are taught and demonstrated so that students can synthesize and apply these skills to solve local and global problems.**



Green = Progress is on track.

***Describe progress toward target:*** The CORE Writing Center (for students in CORE 101 and 102) was created in 2017. In collaboration with the Harvey Knowledge Center, the CORE Writing Center works on enhancing the foundational writing skills of students. The Harvey Knowledge Center, reimagined and re-tooled during the Fall 2018 semester, provides tutoring and student support in academic skills, including technical and discipline-specific writing skill development.

***Describe challenges:*** There was a failed search for the Director of the CORE Writing Center during the Spring 2018 semester. Additional resources and investments are needed in order to build the Writing Center.

***Who are you collaborating with?*** Division of Academic Affairs (Academic Colleges and Harvey Knowledge Center); Division of Finance and Administration; Division of Student Affairs (Office of Student Success and Retention)

***Does strategy overlap with other goal/strategy? If so, which one?*** Student Success 1B and 2C

***Describe next steps:*** Next steps include the following: re-launch search for Director of the CORE Writing Center and increase collaboration between the CORE Writing Center and the Harvey Knowledge Center.

***Describe any new investments or reinvestments (realignment of existing resources) to this initiative:*** The College of Humanities and Behavioral Sciences budget assisted in the following areas: supporting faculty in providing services to the CORE Writing Center, repurposing a faculty position for the Director of the CORE Writing Center (from English), investing in CORE faculty with adjuncts to provide writing support for students; and space in the College of Humanities and Behavioral Sciences Building for the CORE Writing Center. Also, the Harvey Knowledge Center build-out in McConnell Library on 4th floor, included new space, furniture and materials.

***Name of person completing this Strategic Plan Progress Report:*** Kenna Colley (Interim Provost and Vice President for Academic Affairs) on behalf of the Academic Affairs Leadership Team

**Strategy 1B: Provide educational opportunities for students that help them learn creative problem-solving and reasoning skills through collaboration across degree programs, experiential/high-impact practice and interprofessional experiences.**



Green = Progress is on track.

***Describe progress toward target:*** Recent progress includes the following activities:

- Interprofessional symposium in the College of Visual and Performing Arts, the Waldron College of Health and Human Services; and the College of Education and Human Development through case studies;
- COBE 200 offering for the Fall 2018 semester for students campus-wide in order to develop critical thinking, reasoning and communication skills;
- BB&T Innovation Competition where students learn from an innovative process;
- Google Analytics Challenge by providing students ability to work with non-profit groups across the country;
- Enhanced freshman and senior seminars in the College of Visual and Performing Arts;
- Utilization of critical thinking and reasoning skills embedded into instruction; and
- Interdisciplinary Living and Learning Communities with support for 151 students and the addition of two new Living and Learning Communities beginning with the Fall 2018 semester.

***Describe challenges:*** It is difficult to capture and track all examples across campus due to the volume of activity. There is a need for increased funding for campus events that are cross-disciplinary and inter-disciplinary with students from as many disciplines as possible. There is a critical need for students to increase their collaboration and communication skills.

***Who are you collaborating with?*** Division of Academic Affairs (All Colleges)

***Does strategy overlap with other goal/strategy? If so, which one?*** N/A

***Describe next steps:*** Next steps include expanding faculty professional development for instructional modes and methods.

***Describe any new investments or reinvestments (realignment of existing resources) to this initiative:*** N/A

***Name of person completing this Strategic Plan Progress Report:*** Kenna Colley (Interim Provost and Vice President for Academic Affairs) on behalf of the Academic Affairs Leadership Team

**Strategy 1C: To meet the needs of a diverse population of students, expand delivery modes and methods of instruction and develop a flexible academic calendar, e.g., face-to-face, online and hybrid models, competency-based education and augmented/virtual reality.**



Green = Progress is on track.

***Describe progress toward target:*** The Vinod Chachra IMPACT Lab provides competency-based education utilizing a business to business model. Through strategic partners, the Lab provides students with a world-class education through an online platform. The initiative was publicly launched in September 2017. As detailed in the 2018 Annual Report, year one accomplishments include the following:

- First four-year public university in Virginia to offer CBE certificates in cybersecurity and geospatial intelligence;
- 13 cybersecurity and geospatial intelligence partners resulting in 40 adult learners;
- Largest grant in the history of the university (\$13.9 million);
- 464 education adult learners from four different states; and
- Major gift from Vinod Chachra, Ph.D., and naming of the lab in his honor.

***Describe challenges:*** N/A

***Who are you collaborating with?*** Vinod Chachra IMPACT Lab; Division of Academic Affairs; Division of Enrollment Management; and Division of Finance and Administration

***Does strategy overlap with other goal/strategy? If so, which one?*** N/A

***Describe next steps:*** Next steps include expanding strategic partners, student enrollment and available programs.

***Describe any new investments or reinvestments (realignment of existing resources) to this initiative:*** N/A

***Name of person completing this Strategic Plan Progress Report:*** Chief of Staff and Vice President for University Relations Ashley Schumaker

**Strategy 2A: Promote lifelong learning and an appreciation of what it means to be a service provider and leader in tomorrow's world of health sciences, healthcare and human services through engagement by and student participation with faculty in original and innovative research; high-quality mentorship by faculty; experiential learning opportunities that are diverse and inclusive; and support of faculty and student scholarship via interprofessional opportunities both on campus and in the community.**



Green = Progress is on track.

***Describe progress toward target:*** Athletic Training, Allied Health Sciences and Nutrition and Dietetics have grade point average (GPA), certification/license exams and criteria to gain admittance to the programs and rigorous testing to remain in the programs.

Strict criteria are in place for Nursing, Physical Therapy and Occupational Therapy programs with rigorous standards for entrance and completion requirements.

***Describe challenges:*** Academic support needs to be enhanced for freshmen who are interested in obtaining entrance into health care and health sciences programs, which have rigorous standards.

***Who are you collaborating with?*** Division of Academic Affairs (All Colleges)

***Does strategy overlap with other goal/strategy? If so, which one?*** N/A

***Describe next steps:*** With the merger of Jefferson College of Health Sciences into Radford University, there will be increased opportunities for students.

***Describe any new investments or reinvestments (realignment of existing resources) to this initiative:*** N/A

***Name of person completing this Strategic Plan Progress Report:*** Kenna Colley (Interim Provost and Vice President for Academic Affairs) on behalf of the Academic Affairs Leadership Team

**Strategy 2B: Create public and private partnerships in which faculty and students will engage in health sciences, healthcare and human services throughout the Roanoke and New River valleys and across the region.**



Green = Progress is on track.

***Describe progress toward target:*** In January 2018, Radford University joined with Carilion Clinic and Jefferson College of Health Sciences to announce the intent to merge the Roanoke health sciences campus and related programs into Radford University. Since that time, more than 100 individuals in Roanoke and Radford have been working collaboratively to bring the merger to life. Fall 2018 efforts were focused on reviewing programs and staffing; developing a financial plan; and preparing the required state and accreditor documents. There has also been a communication and outreach plan that has been utilized to provide e-mail updates, host small group meets, maintain a website and distribute a monthly newsletter.

***Describe challenges:*** N/A

***Who are you collaborating with?*** Campus-Wide Partners

***Does strategy overlap with other goal/strategy? If so, which one?*** N/A

***Describe next steps:*** Next steps include the following: securing state and accreditor approvals and executing the merger for the Fall 2019 semester.

***Describe any new investments or reinvestments (realignment of existing resources) to this initiative:*** N/A

***Name of person completing this Strategic Plan Progress Report:*** Chief of Staff and Vice President for University Relations Ashley Schumaker

**Strategy 2C: Implement cooperative agreements with entities, such as other higher education institutions and healthcare agencies throughout the Roanoke and New River valleys and across the region, to offer a wider range of bachelor's, master's and doctoral degree programs relating to health sciences, healthcare and human services.**



Green = Progress is on track.

***Describe progress toward target:*** Interprofessional Education opportunities continue to grow with collaborative experiences for faculty and students with two case studies per year in the Waldron College of Health and Human Services; College of Visual and Performing Arts; College of Education and Human Development; and Davis College of Business and Economics. Also, there are on-going discussions between Jefferson College of Health Sciences and Radford University to combine the two centers of Interprofessional Education and Practice.

***Describe challenges:*** There needs to be additional personnel that are dedicated to this effort. Also, defining interprofessional practice more succinctly is important within programs, across departments, and within colleges.

***Who are you collaborating with?*** Division of Academic Affairs (All Colleges)

***Does strategy overlap with other goal/strategy? If so, which one?*** N/A

***Describe next steps:*** Build Interprofessional Education and Practice Center through the following activities:

- Identify an approach, guidelines, programs and offerings;
- Define needed resources;
- Promote campus-wide for optimum collaboration; and
- Determine if it physically "lives" on both campus sites (Radford and Roanoke).

***Describe any new investments or reinvestments (realignment of existing resources) to this initiative:*** N/A

***Name of person completing this Strategic Plan Progress Report:*** Kenna Colley (Interim Provost and Vice President for Academic Affairs) on behalf of the Academic Affairs Leadership Team



**Strategy 2D: Provide opportunities through which students in health sciences, healthcare and human services programs will consistently engage in high-impact practices and interprofessional experiential opportunities.**



Red = No progress has been reported.

**Strategy 3A: Promote an awareness and working knowledge of cybersecurity through engagement by and student participation with faculty in original and innovative research, including scholarship that addresses cyber safety in the workforce; high-quality mentorship by faculty; experiential learning opportunities that are diverse and inclusive; and support of faculty and student scholarship via collaborative opportunities both on campus and in the community.**



Red = No progress has been reported.

**Strategy 3B: Create public and private partnerships in which faculty and students will engage in information and physical security arenas across the region.**



Red = No progress has been reported.

**Strategy 3C: Implement cooperative agreements with community colleges and public schools to offer pathways for students to pursue information safety and security certificate and degree programs.**



Green = Progress is on track.

***Describe progress toward target:*** Agreements with Northern Virginia Community College and New River Community College have been developed.

***Describe challenges:*** Additional partnerships are needed in order to provide greater opportunity for current and future students.

***Who are you collaborating with?*** Division of Academic Affairs and Division of Enrollment Management

***Does strategy overlap with other goal/strategy? If so, which one?*** N/A

***Describe next steps:*** New partnership opportunities will continue to be identified and cultivated.

***Describe any new investments or reinvestments (realignment of existing resources) to this initiative:*** N/A

***Name of person completing this Strategic Plan Progress Report:*** Chief of Staff and Vice President for University Relations Ashley Schumaker

**Strategy 3D: Provide opportunities through which students in information safety and security programs will be consistently engaged in high-impact practices and co-curricular experiential opportunities.**



Red = No progress has been reported.

**Strategy 4A: Define a new or existing position for advancing all research, scholarship and creative activities on campus; the position will serve on the Academic Affairs Leadership Team with the responsibility for advancing research on campus.**



Red = No progress has been reported.

**Strategy 4B: Create public and private partnerships through which faculty and students will engage in research, scholarship and creative activities.**



Red = No progress has been reported.

**Strategy 4C: Create systematic rewards and incentives, such as recognition of independent studies and research credit hours in teaching assignments, for faculty to mentor students, produce scholarship and seek funding.**



Red = No progress has been reported.



**Strategy 4D: Increase scholarly participation and productivity by creating a robust summer research, scholarship and creative activities program.**



Red = No progress has been reported.

**Strategy 4E: Provide incentives and support for embedding research, scholarship and creative activities in required classes within majors and for all students, particularly those from underrepresented groups.**



Green = Progress is on track.

***Describe progress toward target:*** The REALISE Grant Program provides professional development and training to develop problem-based learning opportunities in introductory science lab courses. REALISE has provided funding for faculty to develop inclusive pedagogy for introductory science lab courses. High Impact Teaching and Learning Grants: provides funding for faculty who embed high impact practices and experiences into their coursework with 31 faculty with a total investment of \$12,500 during the 2017-2018 academic year. The Office of Institutional Effectiveness provides grant funding to faculty for assessment of high impact pedagogical practices in coursework. Also, the Davis College of Business and Economics provides SEED funding for Women and Minorities Entrepreneurship Scholarships.

***Describe challenges:*** N/A

***Who are you collaborating with?*** Division of Academic Affairs (All Colleges)

***Does strategy overlap with other goal/strategy? If so, which one?*** N/A

***Describe next steps:*** Next steps include continued implementation of the aforementioned activities with expansion in future semesters.

***Describe any new investments or reinvestments (realignment of existing resources) to this initiative:*** N/A

***Name of person completing this Strategic Plan Progress Report:*** Kenna Colley (Interim Provost and Vice President for Academic Affairs) on behalf of the Academic Affairs Leadership Team

**Strategy 4F: Create systematic faculty development, such as learning communities, for mentoring research students, grant writing and publishing.**



Green = Progress is on track.

***Describe progress toward target:*** The following progress has been made:

- Creation of Executive Director of Faculty Development position;
- Increased and enhanced support from the Office of Undergraduate Research and Scholarship (OURS);
- Restructuring of Faculty Development opportunities; including diversity and inclusion, leadership development, academic and scholarly support and Living-Learning Communities involvement;
- Support for living and learning communities in College of Visual and Performing Arts; the Davis College of Business and Economics; the College of Education and Human Development; Office of the Sustainability; and the Office of Undergraduate Research and Scholarship (OURS);
- Office of Sponsored Programs and Grants Management provides services in research and grants advisement and grant writing editorial assistance with centralized pre- and post-award support to principal investigators;
- The Waldron College of Health and Human Services' Let's Get Wired in fall and spring celebrates faculty and student research collaborations; and
- The Waldron College of Health and Human Services' Annual Interprofessional Symposium and Expo.

***Describe challenges:*** N/A

***Who are you collaborating with?*** Division of Academic Affairs (All Colleges)

***Does strategy overlap with other goal/strategy? If so, which one?*** N/A

***Describe next steps:*** Student Success 1A, 1D and 1E

***Describe any new investments or reinvestments (realignment of existing resources) to this initiative:*** N/A

***Name of person completing this Strategic Plan Progress Report:*** Kenna Colley (Interim Provost and Vice President for Academic Affairs) on behalf of the Academic Affairs Leadership Team

# **RADFORD** UNIVERSITY

## **2018-2023 Strategic Plan**

### **Embracing the Tradition and Envisioning the Future**

#### **Brand Identity Fall 2018 Updates**

## **Strategy 1A: Establish the Center for Highlander Engagement.**



Yellow = Progress has begun, but may be delayed.

***Describe progress toward target:*** The Center for Highlander Engagement is in the process of being established. The position of Associate Vice President for University Relations was posted and filled during the Fall 2018 semester. The Associate Vice President for University Relations will serve as the Director of the Center for Highlander Engagement as part of the position's regular duties and responsibilities. The Center's purpose and structure will be finalized during the months of January and February of 2019. The formal establishment of the Center will be made public during the month of March or April of 2019 with initial activities, including a formal web presence, to occur before the end of the Spring 2019 semester.

***Describe challenges:*** The Center for Highlander Engagement was to be established during the Fall 2018 semester. The establishment was delayed by a semester due to personnel changes, specifically the departure of the former Vice President for University Relations, the naming of a new Vice President for University Relations, and the hiring of dedicated staff for this initiative.

***Who are you collaborating with?*** University Relations Team

***Does strategy overlap with other goal/strategy? If so, which one?*** This strategy is related to all Brand Identity strategies, which are closely aligned regarding awareness and promotion of the University and its mission.

***Describe next steps:*** Next steps include finalizing the Center's purpose and structure, making a public announcement about the Center's establishment, and beginning the Center's activities. All of this work will occur before the end of the Spring 2019 semester.

***Describe any new investments or reinvestments (realignment of existing resources) to this initiative:*** The Associate Vice President for University Relations will serve as the Director of the Center for Highlander Engagement. The position of Associate Vice President for University Relations was posted and filled during the Fall 2018 semester.

***Name of person completing this Strategic Plan Progress Report:*** Ashley Schumaker (Chief of Staff and Vice President for University Relations)

## **Strategy 1B: Establish a Highlander Advisory Board.**



Green = Progress is on track.

***Describe progress toward target:*** The Highlander Advisory Board is in the process of being established. The position of Associate Vice President for University Relations was posted and filled during the Fall 2018 semester. The Associate Vice President for University Relations will serve as the initial convener and primary staffer for the Highlander Advisory Board as part of the position's regular duties and responsibilities. The Board's membership and structure will be finalized during the months of January and February of 2019. The first meeting of the Board will be held during the month of March 2019. A second meeting will be held during the final weeks of the Spring 2019 semester or at the beginning of the Summer 2019 terms. Moving forward, the Board will meet on a quarterly basis with the goal of two meetings during fall and two meetings during spring.

***Describe challenges:*** The Highlander Advisory Board was to be established during the Spring 2019 semester. As such, the Board is on schedule for establishment and/or implementation. There are no challenges that have been identified at this time.

***Who are you collaborating with?*** University Relations Team

***Does strategy overlap with other goal/strategy? If so, which one?*** This strategy is related to all Brand Identity strategies, which are closely aligned regarding awareness and promotion of the University and its mission.

***Describe next steps:*** Next steps include finalizing the Board's membership and holding the initial meeting and a subsequent meeting during the Spring 2019 semester.

***Describe any new investments or reinvestments (realignment of existing resources) to this initiative:*** The Associate Vice President for University Relations will serve as the initial convener and primary staffer for the Highlander Advisory Board. The position of Associate Vice President for University Relations was posted and filled during the Fall 2018 semester.

***Name of person completing this Strategic Plan Progress Report:*** Ashley Schumaker (Chief of Staff and Vice President for University Relations)

**Strategy 1C: Provide training and guidance to current faculty and staff to help them understand, practice and incorporate Highlander identity and values (Responsive, Resilient, Real) into their daily activities.**



Green = Progress is on track.

***Describe progress toward target:*** Training and guidance for current faculty and staff are currently under development.

***Describe challenges:*** Training and guidance for current faculty and staff are to be developed during Fall 2018 and Spring 2019 and implemented during Fall 2019. As such, the training and guidance are on schedule. There are no challenges that have been identified at this time.

***Who are you collaborating with?*** University Relations Team

***Does strategy overlap with other goal/strategy? If so, which one?*** This strategy is related to all Brand Identity strategies, which are closely aligned regarding awareness and promotion of the University and its mission.

***Describe next steps:*** Next steps include finalizing the training and guidance to be included as part of an event and/or program. Once finalized, the events and/or programs will need to be widely promoted on campus to obtain the desired level of faculty and staff engagement with 90 percent participation during their employment period.

***Describe any new investments or reinvestments (realignment of existing resources) to this initiative:*** Existing University Relations staff will be utilized to provide the training and guidance to current faculty and staff.

***Name of person completing this Strategic Plan Progress Report:*** Ashley Schumaker (Chief of Staff and Vice President for University Relations)

**Strategy 1D: Provide training and guidance to current students to help them understand, practice and incorporate Highlander identity and values (Responsive, Resilient, Real) into their daily activities.**



Green = Progress is on track.

***Describe progress toward target:*** Training and guidance for current students are currently under development.

***Describe challenges:*** Training and guidance for current students are to be developed during Fall 2018 and Spring 2019 and implemented during Fall 2019. As such, the training and guidance are on schedule. There are no challenges that have been identified at this time.

***Who are you collaborating with?*** University Relations Team

***Does strategy overlap with other goal/strategy? If so, which one?*** This strategy is related to all Brand Identity strategies, which are closely aligned regarding awareness and promotion of the University and its mission.

***Describe next steps:*** Next steps include finalizing the training and guidance to be included as part of an event and/or program. Once finalized, the events and/or programs will need to be widely promoted on campus to obtain the desired level of student engagement with 90 percent undergraduate participation prior to their graduation.

***Describe any new investments or reinvestments (realignment of existing resources) to this initiative:*** Existing University Relations staff will be utilized to provide the training and guidance to current students.

***Name of person completing this Strategic Plan Progress Report:*** Ashley Schumaker (Chief of Staff and Vice President for University Relations)



**Strategy 1E: Increase visibility of the Highlander brand identity and values around campus.**



Green = Progress is on track.

***Describe progress toward target:*** During the Spring 2018 semester, the Division of Finance and Administration designed and constructed a new entrance at the corner of Tyler Avenue and Jefferson Street. The new entrance reinforces the Radford brand and University logo as individuals approach campus and visitors see campus for the first time. A similar design with an integrated stairway was implemented in front of Moffett Lawn to enhance the overall Commencement experience and related program structure.

In terms of merchandising, there was \$1,145,617.67 in total merchandise sales; \$99,168.21 in royalties collected; and 113 licensees for Fiscal Year 2018 (July 1, 2017 to June 30, 2018). For the 2018 calendar year (January 1, 2018 – December 31, 2018), there was \$935,428.86 in total merchandise sales; \$80,235.04 in royalties collected; and 110 licensees.

***Describe challenges:*** There are no challenges that have been identified at this time.

***Who are you collaborating with?*** University Relations Team; Division of Finance and Administration; and Athletics Department

***Does strategy overlap with other goal/strategy? If so, which one?*** This strategy is related to all Brand Identity strategies, which are closely aligned regarding awareness and promotion of the University and its mission.

***Describe next steps:*** Next steps include the on-going monitoring of identified key performance indicators (total merchandise sales, royalties collected, and number of licensees) for continued growth and incremental progress toward overall goals.

***Describe any new investments or reinvestments (realignment of existing resources) to this initiative:*** No new investments or reinvestments are needed for this strategy, which provides positive exposure and increasing revenue for the University.

***Name of person completing this Strategic Plan Progress Report:*** Ashley Schumaker (Chief of Staff and Vice President for University Relations)

**Strategy 2A: Identify expanded opportunities for brand communication.**



Yellow = Progress has begun, but may be delayed.

***Describe progress toward target:*** University Relations, in collaboration with Enrollment Management, has been engaged in a multi-year marketing campaign to promote Radford University programs and services. The marketing campaign has been geared toward student recruitment efforts with the goal of increasing overall student enrollment. This remains a top priority moving forward. In addition to a comprehensive marketing campaign focused on telling the Radford story and highlighting individual journeys, University Relations has been actively engaged in identifying new markets and placements to fit within existing budgetary resources. This work is occurring in close partnership with Enrollment Management and University Relations.

***Describe challenges:*** Implementation was to occur during the Spring 2018 semester. The establishment was delayed due to personnel changes, specifically the departure of the former Vice President for University Relations and the naming of a new Vice President for University Relations. Work began during the Fall 2018 semester and will remain on-going.

***Who are you collaborating with?*** University Relations Team; Vice President for Enrollment Management and Team; and Vice President for University Advancement and Team

***Does strategy overlap with other goal/strategy? If so, which one?*** This strategy is related to all Brand Identity strategies, which are closely aligned regarding awareness and promotion of the University and its mission.

***Describe next steps:*** Next steps include generating a prioritized listing of markets and placements for implementation with current resources and as additional resources become available.

***Describe any new investments or reinvestments (realignment of existing resources) to this initiative:*** At this time, new placements and markets are being identified within current budgetary resources. However, with an increased investment, additional progress would be made with regard to this strategy. Some placements can be expanded and/or introduced utilizing University resources, such as e-mail distribution lists and existing web pages.

***Name of person completing this Strategic Plan Progress Report:*** Ashley Schumaker (Chief of Staff and Vice President for University Relations)

# **RADFORD** UNIVERSITY

## **2018-2023 Strategic Plan**

### **Embracing the Tradition and Envisioning the Future**

#### **Economic Development and Community Partnerships**

#### **Fall 2018 Updates**

**Strategy 1A: Consolidate, build and promote a comprehensive economic development, outreach and continuing education office, ACCESS Radford.**



Yellow = Progress has begun, but may be delayed.

***Describe progress toward target:*** The ACCESS Radford Office has not been formally established; however, much work has occurred, and progress has been made.

The Vinod Chachra IMPACT Lab provides competency-based education in cybersecurity, geospatial intelligence, and education via a business-to-business model aimed at working adults. Through the ASSET grant from the U.S. Department of Education; training is being funded for teachers in rural Appalachia related to providing instruction to children and youth with disabilities. The first IMPACT graduate completed the program in July 2018. For Fall 2018, Radford University enrolled 488 IMPACT students, including those participating in the ASSET grant. Also, Radford University's Geohazards and Unmanned Systems provides consultation for the Virginia Department of Transportation and other agencies.

Work is on-going with non-profits for data collection and the creation of research reports. This effort is through the Sociology Department and the Women's Resource Center. Additionally, there is shared expertise of faculty on local governing and non-profit boards utilizing disciplinary expertise. Finally, the campus-based economic development liaison represents Radford University on local economic development boards, such as Onward NRV and GO Virginia.

***Describe challenges:*** This strategy include many facets of the campus and its operations. It will be important to develop an overarching plan and facilitate interaction among these individuals to ensure continued development and progress.

***Who are you collaborating with?*** Vinod Chachra IMPACT Lab; Academic Affairs (Provost's Office and Academic Colleges);

***Does strategy overlap with other goal/strategy? If so, which one?*** This strategy is related to all Economic Development and Community Partnerships strategies, which are closely aligned.

***Describe next steps:*** Next steps include continued development of the initiatives outlined above and others outlined in the strategic plan that have not been started.

***Describe any new investments or reinvestments (realignment of existing resources) to this initiative:*** N/A

***Name of person completing this Strategic Plan Progress Report:*** Kenna Colley (Interim Provost and Vice President for Academic Affairs) on behalf of the Academic Affairs Leadership Team

**Strategy 1B: Establish an Appalachian Community Outreach Institute (centered in Abingdon) to improve the health, vitality and economic sustainability of Southwest Virginia communities, while connecting Radford University with these communities.**



Green = Progress is on track.

***Describe progress toward target:*** Staffing changes have been made with regard to Radford University's presence at the Southwest Virginia Higher Education Center located in Abingdon in order to begin and support the work of the Appalachian Community Outreach Institute. The Institute is led by Theresa Burriss.

For Fall 2018, a Leadership in Management Workshop Series was developed and provided at the Abingdon site. In total, 20 participants from middle management positions participated in a six-part series of workshops with facilitators and presenters from the Davis College of Business and Economics; the College of Education and Human Development; and the College of Visual and Performing Arts. Also, workshops have been offered in Abingdon to share the ideals and strategies of Design Thinking and market the graduate program. A partnership has been developed with WIZE Solutions, a healthcare informatics company located in Abingdon that is interested in creating a center of excellence at Radford University. Jeff Pittges is a member of the Advisory Board at WIZE Solutions. The potential partnership would include students working in Healthcare Informatics, while taking coursework at Radford University.

***Describe challenges:*** The original staffing and programming plan has not been fully operationalized to date. Work remains on-going for future staffing and programmatic expansion.

***Who are you collaborating with?*** Academic Affairs (Provost's Office and Academic Colleges)

***Does strategy overlap with other goal/strategy? If so, which one?*** This strategy is related to all Economic Development and Community Partnerships strategies, which are closely aligned.

***Describe next steps:*** Next steps include fully establishing the Appalachian Community Outreach Institute, continuing the initiatives outlined above, and other initiatives contained within the strategic plan.

***Describe any new investments or reinvestments (realignment of existing resources) to this initiative:*** The part-time administrative assistant position was elevated to a recruiter with the hiring of Amanda Baldwin Estep, who is well connected to the communities there and is working diligently to grow opportunities for Radford University.

***Name of person completing this Strategic Plan Progress Report:*** Kenna Colley (Interim Provost and Vice President for Academic Affairs) on behalf of the Academic Affairs Leadership Team

**Strategy 2A: Establish and operate a business incubator, Student Venture Lab, to promote new start-ups.**



Green = Progress is on track.

***Describe progress toward target:*** During Spring 2018, work began toward initial ideas related to the Venture Lab. Steve Childers has completed work on the start-up design and goals. The first meeting of the Advisory Committee was held in October 2018. Dean Joy Bhadury has offered to contact a consultant/former coworker at The University of North Carolina at Greensboro that has built a similar lab. Work is on-going to identify a space on campus for the Venture Lab. At this time, current available shell space has been identified in the Davis College of Business and Economics. Furthermore, a concept design has been developed for this program as the final design and construction are awaiting funding.

***Describe challenges:*** In the strategic planning process, the name was set as the Student Venture Lab. Since that time, the lab, in concept, will primarily serve students, but also provide support to faculty and staff. As such, there is discussion regarding change the formal name to Venture Lab. Additional discussion is around the concept of the Highlander Venture Lab. The name will need to be finalized prior to fully implementing this strategy. Implementation is slated for Fall 2020.

***Who are you collaborating with?*** Division of Finance and Administration and Academic Affairs (Davis College of Business and Economics)

***Does strategy overlap with other goal/strategy? If so, which one?*** This strategy is related to all Economic Development and Community Partnerships strategies, which are closely aligned.

***Describe next steps:*** Next steps include continued work on space location and needs with the Division of Finance and Administration; establish monthly meetings for Advisory Committee with clear goals and strategies; and bring consultant to campus in early 2019 to work with the Advisory Committee.

***Describe any new investments or reinvestments (realignment of existing resources) to this initiative:*** A stipend is being provided to Steve Childers for his work during the summer months, his attendance at the Entrepreneur and Innovation Conference; and his visit to The University of Virginia's College at Wise to explore their NEST Venture Lab. Books for Advisory Board members have also been purchased to help frame the conversation and the path forward.

***Name of person completing this Strategic Plan Progress Report:*** Kenna Colley (Interim Provost and Vice President for Academic Affairs) on behalf of the Academic Affairs Leadership Team

**Strategy 2B: Develop a Tourism and Special Events Resource Lab to engage students and faculty in collaborative community projects to promote tourism in Radford and the New River Valley.**



Yellow = Progress has begun, but may be delayed.

***Describe progress toward target:*** Work is currently underway for the development of a Tourism Lab that connects the campus and the community with local tourism agencies and events. Currently, students under faculty supervision are working on managing content on the local tourism websites with assistance for web design and services.

***Describe challenges:*** This strategy was to be implemented in Fall 2018. Work remains on-going. As such, the Tourism Lab is slated for future implementation. Therefore, progress has been made; however, the Tourism Lab is behind schedule. Also, at this time, no advisory board is in place.

***Who are you collaborating with?*** Tourism Faculty; Jeff Pittges; Academic Colleges; City of Radford; and Local Counties and Tourism Boards

***Does strategy overlap with other goal/strategy? If so, which one?*** This strategy is related to all Economic Development and Community Partnerships strategies, which are closely aligned.

***Describe next steps:*** Next steps include continued development of the Tourism Lab and an examination for reinvestments.

***Describe any new investments or reinvestments (realignment of existing resources) to this initiative:*** A stipend is being provided to Jeff Pittges for his work during the summer months.

***Name of person completing this Strategic Plan Progress Report:*** Kenna Colley (Interim Provost and Vice President for Academic Affairs) on behalf of the Academic Affairs Leadership Team

# **RADFORD** UNIVERSITY

## **2018-2023 Strategic Plan**

### **Embracing the Tradition and Envisioning the Future**

#### **Philanthropic Giving and Alumni Engagement Fall 2018 Updates**



**Strategy 1A: Increase staffing to strengthen and/or grow regional chapters, signature events, collaborative partnerships and personal outreach; create new volunteer program opportunities; and enhance data collection from across all campus partners.**



Green = Progress is on track.

***Describe progress toward target:*** Since the adoption of the strategic plan, additional staffing has been added to University Advancement in both office-based and college-based personnel. The current staffing level for 30 personnel is broken down in the following areas.

Vice President for University Advancement Office: 3

Major Gifts: 9

Alumni Relations: 6

Annual Giving: 3

Donor Relations: 1

Advancement Communications: 2

Advancement Services and Operations: 6

***Describe challenges:*** N/A

***Who are you collaborating with?*** University Advancement Team

***Does strategy overlap with other goal/strategy? If so, which one?*** This strategy provides the personnel needed in order to execute the work of University Advancement and accomplish the strategies contained under Philanthropic Giving and Alumni Engagement.

***Describe next steps:*** University Advancement strives to maintain and attract top talent in order to enhance current outreach and programming opportunities.

***Describe any new investments or reinvestments (realignment of existing resources) to this initiative:*** N/A

***Name of person completing this Strategic Plan Progress Report:*** Ashley Schumaker (Chief of Staff and Vice President for University Relations) on behalf of Wendy Lowery (Vice President for University Advancement)

**Strategy 1B: Develop parent and family outreach strategies to forge meaningful connections with the university community, while providing opportunities to enhance the overall student experience.**



Green = Progress is on track.

***Describe progress toward target:*** The Office of New Student Programs was recently renamed to reflect the University’s focus on parent engagement.

As part of both Homecoming and Family Weekend, which were held on the same weekend in October 2018, a parent advisory group/family focus group meeting was held. Parents were selected by Student Affairs and University Advancement leadership and invited to participate in the initial conversation. Some of the parent participants were alumni. As such, they provided a multi-faceted perspective. Participants provided a wide range of feedback on a variety of events, including Quest. Also, during Family Weekend, there was a session held titled, “Communicating with Your Student.” During the session, Bruce Hayden, Associate Dean of Students and parent of a Radford University student, talked about how parents and students can effectively communicate.

***Describe challenges:*** The largest challenge is getting parents and families to participate in the programming, which has expanded and largely unknown by the general population.

***Who are you collaborating with?*** Enrollment Management (New Student and Family Programs); Student Affairs (Student Life); University Relations; and University Advancement (Alumni Affairs)

***Does strategy overlap with other goal/strategy? If so, which one?*** This strategy is related to all Philanthropic Giving and Alumni Engagement strategies, which are closely aligned.

***Describe next steps:*** Continue collaboration to support outreach and services for parents and families. Continue to promote opportunities for parents and families to connect to Radford. Develop assessment measures to determine value of programming offered to parents and families. Consider possible measures to connect engagement of parents and families with student persistence. Increase collaboration across all areas.

***Describe any new investments or reinvestments (realignment of existing resources) to this initiative:*** Existing resources are being used at this time.

***Name of person completing this Strategic Plan Progress Report:*** Susan Trageser (Vice President for Student Affairs)

**Strategy 1C: Educate, engage and excite students about the importance and impact of supporting the university, while developing a culture of philanthropy.**



Green = Progress is on track.

***Describe progress toward target:*** University Advancement, through Alumni Relations, has a growing senior giving program in which seniors provide a nominal donation to the University. This is a symbolic gesture that begins their service as both alumni and donors immediately following graduation. For 2018, \$37,174 was raised for the Highlander Senior Class Scholarship with \$5,049 of that total amount from 474 senior donors. Also, during Spring Fever Bash 2018, 250 students participated.

***Describe challenges:*** The largest challenge is creating a cultural shift that focuses on students giving back and participating in programming, which is newly-expanded in the amount of focus and number of initiatives.

***Who are you collaborating with?*** University Advancement (Alumni Relations); Student Affairs (All Areas); and Academic Affairs (Center for Career and Talent Development)

***Does strategy overlap with other goal/strategy? If so, which one?*** This strategy is related to all Philanthropic Giving and Alumni Engagement strategies, which are closely aligned.

***Describe next steps:*** Continue the development of scholarship creation initiatives. Develop committees to ensure that giving is a part of the student experience. Increase collaboration across all areas in order to maximize student engagement and giving.

***Describe any new investments or reinvestments (realignment of existing resources) to this initiative:*** Existing resources are being used at this time.

***Name of person completing this Strategic Plan Progress Report:*** Susan Trageser (Vice President for Student Affairs)

**Strategy 1D: Increase awareness about the value and impact of alumni and donor engagement with faculty, staff, retirees and community to leverage expertise, provide a welcoming campus environment and showcase opportunities for support.**



Red = No progress has been reported.

**Strategy 2A: Increase staffing in the advancement office in order to improve capacity to engage and raise funds.**



Green = Progress is on track.

***Describe progress toward target:*** Since the adoption of the strategic plan, additional staffing has been added to University Advancement in both office-based and college-based personnel. The current staffing level for 30 personnel is broken down in the following areas.

Vice President for University Advancement Office: 3

Major Gifts: 9

Alumni Relations: 6

Annual Giving: 3

Donor Relations: 1

Advancement Communications: 2

Advancement Services and Operations: 6

***Describe challenges:*** N/A

***Who are you collaborating with?*** University Advancement Team

***Describe any new investments or reinvestments (realignment of existing resources) to this initiative:*** This strategy provides the personnel needed in order to execute the work of University Advancement and accomplish the strategies contained under Philanthropic Giving and Alumni Engagement.

***Describe next steps:*** University Advancement strives to maintain and attract top talent in order to enhance current outreach and programming opportunities.

***Describe any new investments or reinvestments (realignment of existing resources) to this initiative:*** N/A

***Name of person completing this Strategic Plan Progress Report:*** Ashley Schumaker (Chief of Staff and Vice President for University Relations) on behalf of Wendy Lowery (Vice President for University Advancement)

**Strategy 2B: Increase participation in alumni giving through leadership giving, student philanthropy, young alumni giving and affinity-based giving.**



Red = No progress has been reported.

**Strategy 2C: Secure at least \$15 million annually by 2023 through annual fund, major gifts, planned gifts and corporate/foundation gifts.**



Green = Progress is on track.

***Describe progress toward target:*** For Fiscal Year 2018, the University secured \$15.2 million in philanthropic giving to support programs and students. Of the \$15.2 million, \$11.1 million was dedicated to student scholarships. The strategic plan established a goal of raising \$15 million annually by 2023. As such, the goal was met in the first year of implementation.

***Describe challenges:*** The University averaged approximately \$4 million per year before record-breaking fiscal years in 2016 at \$8 million followed by 2017 at \$10.7 million and 2018 at \$15.2 million. As such, the challenge will be to continue the forward momentum and the increasing levels of support.

***Who are you collaborating with?*** University Advancement Team; Office of the President; Academic Affairs (All Colleges); and University Relations

***Does strategy overlap with other goal/strategy? If so, which one?*** This strategy is related to all Philanthropic Giving and Alumni Engagement strategies, which are closely aligned.

***Describe next steps:*** The University will continue to build new relationships and enhance existing relations. University Advancement, in collaboration with many campus entities, will continue to identify programmatic and students needs and align those with current and future donors.

***Describe any new investments or reinvestments (realignment of existing resources) to this initiative:*** Existing resources are being used at this time.

***Name of person completing this Strategic Plan Progress Report:*** Ashley Schumaker (Chief of Staff and Vice President for University Relations) on behalf of Wendy Lowery (Vice President for University Advancement)

**Strategy 3A: Develop and execute an education plan to inform constituents on the variety of ways to give and how giving and participation impact rankings, showcase needs and highlight success stories.**



Yellow = Progress has begun, but may be delayed.

***Describe progress toward target:*** The scholarship function is very complex and involves University Advancement and other entities on-campus and off-campus. With so many tentacles and all with a variety of objectives, we must work diligently to ensure that we are all on the same page in order to create an opportunity. In Spring 2018, a committee was formed to include representation from all entities in order to better work together to meet the needs of all parties involved, while focusing on improving our ability to steward scholarship benefactors and providing every opportunity to recruit and retain students through scholarship support.

***Describe challenges:*** The education plan was to be developed in Spring 2018 with implementation in Fall 2018. The plan remains under development at this time.

***Who are you collaborating with?*** University Advancement Team; Radford University Foundation, Inc.; Enrollment Management (Financial Aid); and Athletics Department

***Does strategy overlap with other goal/strategy? If so, which one?*** This strategy is related to all Philanthropic Giving and Alumni Engagement strategies, which are closely aligned.

***Describe next steps:*** For stewardship, University Advancement is currently working within our team to focus on building a comprehensive stewardship plan by utilizing existing staff. For promoting philanthropic awareness, University Advancement is evaluating our website and ensuring that it is easy to use and promotes current contributions and alumni accomplishments. For scholarship, University Advancement is focusing on objectives identified in the Fall 2018 committee meeting, the first official meeting of newly-formed committee.

***Describe any new investments or reinvestments (realignment of existing resources) to this initiative:*** All other initiatives at this stage have been implemented with minimal budgetary requirements and through support from the Radford University Foundation, Inc.

***Name of person completing this Strategic Plan Progress Report:*** Wendy Lowery (Vice President for University Advancement)



### **Strategy 3B: Plan and implement stewardship programs.**



Green = Progress is on track.

***Describe progress toward target:*** University Advancement continues to regularly host signature events in order to acknowledge donors for their engagement with and support of the University. These events are also critical in attracting and inspiring new donors. On April 6, 2018, the Celebration of Giving events were held for the past academic year. On October 18, 2018, the Partners in Excellence Luncheon was held. The Celebration of Giving events will be held on April 5, 2019. These events are for the current academic year. Other annual events include Homecoming and Reunion Weekend and the Alumni Winter Celebration. During Summer 2018, University Advancement hosted the Highlander Hometown Tour with 31 stops in 25 cities across four states. This event was highly successful and has provided a strong foundation for a series of Spring and Summer 2019 events to be hosted by President Brian O. Hemphill, Ph.D. throughout the Commonwealth and in neighboring states.

The following donor recognition areas are available and highlighted on the University Advancement website: Benefactor (\$25,000 and above); Investor (\$10,000 - \$24,999); Partner (\$5,000 - \$9,999); Shareholder (\$2,500 - \$4,999); Charter (\$1,000 - \$2,499); Fellow (\$750 - \$999); Ambassador (\$500 - \$749); Associate (\$250 - \$499); Century (\$100 - \$249); and Friends (up to \$99), as well as the Society of 1910; President's Circle; Businesses, Corporations, and Foundations; and Matching Gift Companies.

***Describe challenges:*** University Advancement continues to host events and provide related programming that is both new in look and feel. It is important to keep these events fresh to ensure donors and other individuals remain engaged.

***Who are you collaborating with?*** University Advancement Team; Office of the President; and University Relations

***Does strategy overlap with other goal/strategy? If so, which one?*** This strategy is related to all Philanthropic Giving and Alumni Engagement strategies, which are closely aligned.

***Describe next steps:*** These programs will continue to be offered, and methods for expansion will be evaluated and implemented where possible.

***Describe any new investments or reinvestments (realignment of existing resources) to this initiative:*** Existing resources are being used at this time.

***Name of person completing this Strategic Plan Progress Report:*** Ashley Schumaker (Chief of Staff and Vice President for University Relations) on behalf of Wendy Lowery (Vice President for University Advancement)

**Strategy 3C: Develop relevant materials and events.**



Green = Progress is on track.

***Describe progress toward target:*** University Advancement continues to regularly disseminate high-quality materials and consistently host engaging events. Examples of such work include the creation and dissemination of the “Giving Thanks” video series before the 2017 and 2018 end of year holidays and The Magazine for Radford University.

***Describe challenges:*** University Advancement continues to disseminate materials, host events, and provide related programming that is both new in look and feel. It is important to keep these materials and events fresh to ensure donors and other individuals remain engaged.

***Who are you collaborating with?*** University Advancement Team; Office of the President; and University Relations; and Information Technology (Printing Services)

***Does strategy overlap with other goal/strategy? If so, which one?*** This strategy is related to all Philanthropic Giving and Alumni Engagement strategies, which are closely aligned.

***Describe next steps:*** The materials will continue to be produced, and events will continue to be hosted, while methods for expansion will be evaluated and implemented where possible.

***Describe any new investments or reinvestments (realignment of existing resources) to this initiative:*** Existing resources are being used at this time.

***Name of person completing this Strategic Plan Progress Report:*** Ashley Schumaker (Chief of Staff and Vice President for University Relations) on behalf of Wendy Lowery (Vice President for University Advancement)

# **RADFORD** UNIVERSITY

## **2018-2023 Strategic Plan**

### **Embracing the Tradition and Envisioning the Future**

#### **Strategic Enrollment**

#### **Growth**

#### **Fall 2018 Updates**

**Strategy 1A: Create a cross-functional Enrollment Data Council to prioritize data needs associated with improved recruitment and retention to be represented by Academic Affairs, Institutional Research, Information Technology, Enrollment Management and Student Affairs. Personnel in the Division of Enrollment Management will assist the Council in the use of predictive analytics and other techniques to meet data needs.**



Green = Progress is on track.

***Describe progress toward target:*** The Enrollment Data Council was created in the fall of 2017, in anticipation of the launch of the University’s Strategic Plan. The Council is chaired by Danny Kemp, Vice President for Information Technology and Kitty McCarthy, Vice President for Enrollment Management. The remaining fourteen members come from the Divisions of Academic Affairs, Enrollment Management, Finance and Administration, Information Technology and Student Affairs. Discussions throughout the 2017-18 academic year focused on sources of institutional data, data analytics to support student success and an analytics index.

These concepts will continue to be priorities during the 2018-19 academic year as will additional topics such as dashboards and data conversion and collection to support the JCHS/RU merger. Recommendations from the Council will support these and other enrollment-related data needs.

***Describe challenges:*** There are no challenges to report at this time.

***Who are you collaborating with?*** Academic Affairs; Enrollment Management; Finance and Administration; Information Technology; and Student Affairs

***Does strategy overlap with other goal/strategy? If so, which one?*** No. This strategy supports efforts associated with recruitment and retention strategies.

***Describe next steps:*** Continue efforts as outlined. The Enrollment Data Council will meet throughout the 2018-19 academic year.

***Describe any new investments or reinvestments (realignment of existing resources) to this initiative:*** N/A

***Name of person completing this Strategic Plan Progress Report:*** Kitty McCarthy (Vice President for Enrollment Management)

**Goal 2A: Place greater emphasis on recruitment of students from Northern Virginia.**



Green = Progress is on track.

***Describe progress toward target:*** Northern Virginia continues to be an undergraduate recruitment priority especially in light of erosion in the market over the past few years. New approaches are in place to support Fall 2019 new freshman recruitment and enrollment including:

- Collaboration between University Relations and Enrollment Management to support advertising and visibility through social media;
- Additional support through existing territory management program;
- Fall 2018 school counselor bus trip to campus; and
- Fall 2018 reception for prospective students and families.

***Describe challenges:*** The most significant challenge is intense competition from in-state and out-of-state colleges and universities; especially those within one to two hours of the region.

***Who are you collaborating with?*** Enrollment Management Team and University Relations

***Does strategy overlap with other goal/strategy? If so, which one?*** No.

***Describe next steps:*** Next steps are to implement schedule as planned and continue to seek opportunities for outreach and visibility.

***Describe any new investments or reinvestments (realignment of existing resources) to this initiative:*** N/A

***Name of person completing this Strategic Plan Progress Report:*** Kitty McCarthy (Vice President for Enrollment Management)

**Goal 2B: Increase the visibility of Radford University with in-state freshman students through an enhanced portfolio of traditional, digital, mobile, web, social media and virtual reality marketing tools and resources.**



Green = Progress is on track.

***Describe progress toward target:*** The plan for 2018-19 is underway with a robust schedule including social media, video and traditional communication and outreach.

***Describe challenges:*** There are no challenges to report at this time.

***Who are you collaborating with?*** Enrollment Management Team and University Relations

***Does strategy overlap with other goal/strategy? If so, which one?*** No

***Describe next steps:*** Next steps are to implement the schedule as planned and continue to seek additional opportunities for outreach to and visibility for in-state freshman students.

***Describe any new investments or reinvestments (realignment of existing resources) to this initiative:*** N/A

***Name of person completing this Strategic Plan Progress Report:*** Kitty McCarthy (Vice President for Enrollment Management)

**Goal 3A: Focus out-of-state recruitment efforts in Maryland, Washington, D.C., West Virginia and North Carolina.**



Green = Progress is on track.

***Describe progress toward target:*** Maryland, Washington D.C., West Virginia and North Carolina continue to be important feeder markets for Radford University. A territory manager is assigned to each of these markets and supports all outreach efforts.

For Fall 2018, we saw growth in new freshman headcount in Washington D.C. Other areas remained flat.

***Describe challenges:*** Competition is keen for new freshmen in each of these feeder markets.

***Who are you collaborating with?*** Primary responsibility lies with Enrollment Management with support from others across campus.

***Does strategy overlap with other goal/strategy? If so, which one?*** No

***Describe next steps:*** Implement recruitment plans.

***Describe any new investments or reinvestments (realignment of existing resources) to this initiative:*** N/A

***Name of person completing this Strategic Plan Progress Report:*** Kitty McCarthy (Vice President for Enrollment Management)

**Goal 3B: Increase the visibility of Radford University with out-of-state freshman students through an enhanced portfolio of traditional, digital, mobile, web, social media and virtual reality marketing tools and resources.**



Green = Progress is on track.

***Describe progress toward target:*** The plan for 2018-19 is underway with a robust schedule including social media, video and traditional communication and outreach. Focus for video and live sessions is on encouraging application, opportunities to visit campus, FAFSA submission and yield.

Virtual reality remains of interest. Implementation options will be considered for 2019-20.

***Describe challenges:*** There are no challenges to report at this time.

***Who are you collaborating with?*** Enrollment Management Team and University Relations

***Does strategy overlap with other goal/strategy? If so, which one?*** No

***Describe next steps:*** Next steps are to implement schedule as planned and continue to seek opportunities for outreach to and visibility for out-of-state freshman students.

***Describe any new investments or reinvestments (realignment of existing resources) to this initiative:*** N/A

***Name of person completing this Strategic Plan Progress Report:*** Kitty McCarthy (Vice President for Enrollment Management)



**Goal 4A: Enhance recruitment efforts across the Virginia Community College System (VCCS).**



Green = Progress is on track.

***Describe progress toward target:*** Traditionally, approximately 80% of new transfer students are from the Virginia Community College System (VCCS). While enrollment at the VCCS is down (a function of demographic shifts and a strong economy), the University’s reliance on the VCCS will continue.

To strengthen our commitment to the VCCS and increase opportunities and visibility, these efforts are underway:

- New and robust approaches to partnerships with VCCS partners;
- Transfer student twilight tours, on- and off-site application review; and
- Enhanced procedures for transfer credit evaluation.

In addition, space has been made available to the University at New River Community College (Dublin and New River Valley Mall), NOVA Annandale Campus and Virginia Highlands Community College. These spaces support recruitment, admission counseling and academic advising.

***Describe challenges:*** The biggest challenges are VCCS enrollment trends and intense competition from in-state and out-of-state colleges and universities.

***Who are you collaborating with?*** Enrollment Management Team and University Relations

***Does strategy overlap with other goal/strategy? If so, which one?*** No

***Describe next steps:*** Next steps are to implement activities as identified and continue existing efforts to support outreach, application submission and yield.

***Describe any new investments or reinvestments (realignment of existing resources) to this initiative:*** N/A

***Name of person completing this Strategic Plan Progress Report:*** Kitty McCarthy (Vice President for Enrollment Management)

**Goal 4B: Increase the visibility of Radford University with transfer students through an enhanced portfolio of traditional, digital, mobile, web, social media and virtual reality marketing tools and resources.**



Green = Progress is on track.

***Describe progress toward target:*** The plan for 2018-19 is underway, which includes a robust schedule of social media, video and traditional communication and outreach. Focus for video and live sessions is on encouraging application, opportunities to visit campus, FAFSA submission and yield.

***Describe challenges:*** There are no challenges to report at this time.

***Who are you collaborating with?*** Enrollment Management Team and University Relations

***Does strategy overlap with other goal/strategy? If so, which one?*** No

***Describe next steps:*** Next steps are to implement schedule as planned and continue to seek opportunities for outreach to and visibility for transfer students.

***Describe any new investments or reinvestments (realignment of existing resources) to this initiative:*** N/A

***Name of person completing this Strategic Plan Progress Report:*** Kitty McCarthy (Vice President for Enrollment Management)

**Goal 5A: Partner with Academic Affairs, through the Military Resource Center, and Finance and Administration, through Institutional Research, to identify and implement activities to recruit veterans and active military students.**



Green = Progress is on track.

***Describe progress toward target:*** Institutional Research provides admissions and enrollment data to the Military Resource Center as requested in support of the Center's efforts to support military and veteran students. That work is also utilized by Enrollment Management to support outreach, application submission and yield.

***Describe challenges:*** There are no challenges to report at this time.

***Who are you collaborating with?*** Enrollment Management; Academic Affairs (Military Resource Center); and Finance and Administration (Institutional Research)

***Does strategy overlap with other goal/strategy? If so, which one?*** No

***Describe next steps:*** Next steps are to implement activities and continue existing efforts to support outreach, application submission and yield.

***Describe any new investments or reinvestments (realignment of existing resources) to this initiative:*** N/A

***Name of person completing this Strategic Plan Progress Report:*** Chad Reed (Vice President for Finance and Administration and Chief Financial Officer)

**Goal 5B: Increase the visibility of Radford University with veteran and active military students through an enhanced portfolio of traditional, digital, mobile, web, social media and virtual reality marketing tools and resources.**



Green = Progress is on track.

***Describe progress toward target:*** The plan for 2018-19 is underway, which includes a robust schedule of social media, video and traditional communication and outreach. Focus for video and live sessions is on encouraging application, opportunities to visit campus, FAFSA submission and yield.

***Describe challenges:*** There are no challenges to report at this time.

***Who are you collaborating with?*** Enrollment Management; Academic Affairs (Military Resource Center); Finance and Administration (Institutional Research); and University Relations

***Does strategy overlap with other goal/strategy? If so, which one?*** No

***Describe next steps:*** Next steps are to implement schedule as planned and continue to seek opportunities for outreach to and visibility for veteran and active military students.

***Describe any new investments or reinvestments (realignment of existing resources) to this initiative:*** N/A

***Name of person completing this Strategic Plan Progress Report:*** Ashley Schumaker (Chief of Staff and Vice President for University Relations) on behalf of Kitty McCarthy (Vice President for Enrollment Management)

**Goal 6A: Establish dual/double degree programs with international universities.**



Green = Progress is on track.

***Describe progress toward target:*** Our first 2+2 dual degree program in Accounting has been established with Shandong Youth University of Political Science in China. Two students were welcomed to the program in the Spring 2018.

***Describe challenges:*** Given the national climate, international recruitment and enrollment is highly volatile.

Radford University is very much in building mode with regard to international outreach and recruitment. There is excitement for the future with the new leadership in the International Education Center, which is now the Center for Global Education and Engagement, and the development of enrollment pipelines.

***Who are you collaborating with?*** Enrollment Management; Academic Affairs (Center for Global Education and Engagement and Academic Colleges); and Office of the President

***Does strategy overlap with other goal/strategy? If so, which one?*** No

***Describe next steps:*** Next steps are continue developing relationships in strategic international locations, institutions and agents, which closely align to the University's mission and goals to bring international students to Radford; exploring faculty connections, networks and travel for international recruitment opportunities; and working with Radford University deans, chairs and faculty and international partners/institutions/recruiters to map programs with international partners for dual degree programs.

***Describe any new investments or reinvestments (realignment of existing resources) to this initiative:*** The position of Director of International Education Center has been elevated to Assistant Provost for Global Education and Engagement. Investments are being made to international recruiting activities.

***Name of person completing this Strategic Plan Progress Report:*** Kitty McCarthy (Vice President for Enrollment Management) with support from Jeanne Mekolichick (Associate Provost for Academic Programs)

**Goal 6B: Launch worldwide, commission-based network of agents.**



Green = Progress is on track.

***Describe progress toward target:*** Radford University has contracted with three international student recruitment agencies which are working in strategic locations including China, Vietnam, India, Congo and Nepal to recruit international students and develop dual degree partnerships.

The University has engaged in additional strategic contractual relationships and is exploring partnerships with two universities in Mexico and opportunities in Brazil.

***Describe challenges:*** Given the national climate, international recruitment and enrollment is highly volatile.

Radford University is very much in building mode with regard to international outreach and recruitment. There is excitement for the future with the new leadership in the International Education Center, which is now the Center for Global Education and Engagement, and the development of enrollment pipelines.

***Who are you collaborating with?*** Enrollment Management; Academic Affairs (Center for Global Education and Engagement and Academic Colleges); and Finance and Administration

***Does strategy overlap with other goal/strategy? If so, which one?*** No

***Describe next steps:*** Next steps are to continue developing relationships in strategic international locations, institutions and agents, which closely align the University's mission and goals to bring international students to Radford.

***Describe any new investments or reinvestments (realignment of existing resources) to this initiative:*** The position of Director of International Education Center has been elevated to Assistant Provost for Global Education and Engagement. Investments are being made to international recruiting activities.

***Name of person completing this Strategic Plan Progress Report:*** Kitty McCarthy (Vice President for Enrollment Management) with support from Jeanne Mekolichick (Associate Provost for Academic Programs)

**Goal 6C: Implement an English language and culture program that will prepare students for Radford University degree programs.**



Green = Progress is on track.

***Describe progress toward target:*** Institutional Research is participating in conversations with the International Education Center (now the Center for Global Education and Engagement and other support offices on campus on the implementation of the English Language and Culture program. Those discussions are being driven by Academic Affairs in collaboration with Enrollment Management.

Progress has been made, and we look forward to welcoming students in summer or fall of 2019. The following program elements have been created or identified:

- Scalable budget plan;
- Curriculum;
- Space; and
- IT infrastructure.

***Describe challenges:*** Changes in leadership have created challenges and opportunities. New leadership will provide a fresh perspective and commitment to an English language and culture program.

***Who are you collaborating with?*** Academic Affairs (Center for Global Education and Engagement and Academic Colleges); Finance and Administration; and Information Technology

***Does strategy overlap with other goal/strategy? If so, which one?*** No

***Describe next steps:*** Next steps are to continue the development and proceed with implementation of the English language and culture program.

***Describe any new investments or reinvestments (realignment of existing resources) to this initiative:*** The position of Director of International Education Center has been elevated to Assistant Provost for Global Education and Engagement.

***Name of person completing this Strategic Plan Progress Report:*** Kitty McCarthy (Vice President for Enrollment Management) with support from Jeanne Mekolichick (Associate Provost for Academic Programs) and Chad Reed (Vice President for Finance and Administration and Chief Financial Officer)

**Goal 7A: Focus recruitment efforts on primary feeder institutions, including current Radford University undergraduates and other public and private colleges and universities in Virginia and surrounding states.**



Green = Progress is on track.

***Describe progress toward target:*** The College of Graduate Studies and Research expanded use of high-touch, personalized recruitment strategies, including use of CollegeNet Prospect as a customer-relations management system and working with Mongoose Cadence as a vendor for enterprise text messaging services. The College also significantly expanded its social media presence, utilizing data-driven marketing by program. Our marketing vendor, Access Inc., designed a new recruitment video, marketing materials and pull-up banners for approximately half of our programs to significantly improve our College’s brand and visibility.

New cross-institutional, accelerated degree partnerships with Emory & Henry College in business administration, strategic communication and English have been approved for implementation in Fall 2019. To diversify graduate enrollments in the future, the College expanded outreach to HBCUs, such as by arranging an all-day visit to Radford by undergraduates from Livingstone College. The College also collaborated with prospective partners at the Chongqing International Education Research Institute in China on possible future recruitment plans.

Also, Institutional Research provides admissions and enrollment data to the College as requested in support of graduate recruiting efforts.

***Describe challenges:*** There is a decline in graduate enrollments across the Commonwealth.

***Who are you collaborating with?*** Academic Affairs (Academic Colleges); Office of the President; Enrollment Management; Finance and Administration (Institutional Research); and External Vendors

***Does strategy overlap with other goal/strategy? If so, which one?*** No

***Describe next steps:*** Next steps include continued implementation of ongoing and new activities.

***Describe any new investments or reinvestments (realignment of existing resources) to this initiative:*** New investments include increased investment in recruitment



marketing in our contract with Access Inc. and new contract with Mongoose Cadence for enterprise text messaging.

***Name of person completing this Strategic Plan Progress Report:*** Kitty McCarthy (Vice President for Enrollment Management) with support from Laura Jacobsen (Acting Dean of the College of Graduate Studies and Research)

**Goal 7B: Increase the visibility of the Radford University College of Graduate Studies and Research with an enhanced portfolio of traditional, digital, mobile, web and social media marketing tools and resources.**



Green = Progress is on track.

***Describe progress toward target:*** The College of Graduate Studies and Research expanded use of high-touch, personalized recruitment strategies, including use of CollegeNet Prospect as a customer-relations management system and working with Mongoose Cadence as a vendor for enterprise text messaging services. The College also significantly expanded its social media presence, utilizing data-driven marketing by program. Our marketing vendor, Access Inc., designed a new recruitment video, marketing materials and pull-up banners for approximately half of our programs to significantly improve our College’s brand and visibility. Also, Institutional Research provides admissions and enrollment data to the College as requested in support of graduate recruiting efforts.

***Describe challenges:*** There is a decline in graduate enrollments across the Commonwealth.

***Who are you collaborating with?*** Academic Affairs (Academic Colleges); Enrollment Management; Finance and Administration (Institutional Research); University Relations; and External Vendors

***Does strategy overlap with other goal/strategy? If so, which one?*** No

***Describe next steps:*** Next steps include continued implementation of ongoing and new activities.

***Describe any new investments or reinvestments (realignment of existing resources) to this initiative:*** New investments include increased investment in recruitment marketing in our contract with Access Inc. and new contract with Mongoose Cadence for enterprise text messaging.

***Name of person completing this Strategic Plan Progress Report:*** Kitty McCarthy (Vice President for Enrollment Management) with support from Laura Jacobsen (Acting Dean of the College of Graduate Studies and Research)

**Goal 7C: Improve use of a customer relations management system and data analytics to help guide and inform the recruitment process.**



Green = Progress is on track.

***Describe progress toward target:*** The College of Graduate Studies and Research expanded use of high-touch, personalized recruitment strategies, including use of CollegeNet Prospect as a customer-relations management system and working with Mongoose Cadence as a vendor for enterprise text messaging services. The College also significantly expanded its social media presence, utilizing data-driven marketing by program. Our marketing vendor, Access Inc., designed a new recruitment video, marketing materials and pull-up banners for approximately half of our programs to significantly improve our College's brand and visibility.

***Describe challenges:*** There is a decline in graduate enrollments across the Commonwealth.

***Who are you collaborating with?*** Academic Affairs (Academic Colleges); Enrollment Management; University Relations; and External Vendors

***Does strategy overlap with other goal/strategy? If so, which one?*** No

***Describe next steps:*** Next steps include continued implementation of ongoing and new activities.

***Describe any new investments or reinvestments (realignment of existing resources) to this initiative:*** New investments include increased investment in recruitment marketing in our contract with Access Inc. and new contract with Mongoose Cadence for enterprise text messaging.

***Name of person completing this Strategic Plan Progress Report:*** Kitty McCarthy (Vice President for Enrollment Management) with support from Laura Jacobsen (Acting Dean of the College of Graduate Studies and Research)

**Goal 7D: Create and promote new academic program options, such as 2 + 3, 4 + 1, graduate certificates, graduate degrees and competency-based education.**



Green = Progress is on track.

***Describe progress toward target:*** New cross-institutional, accelerated degree partnerships with Emory & Henry College in business administration, strategic communication and English have been approved for implementation in Fall 2019. To diversify graduate enrollments in the future, the College of Graduate Studies and Research expanded outreach to HBCUs, such as by arranging an all-day visit to Radford by undergraduates from Livingstone College. The College also collaborated with prospective partners at the Chongqing International Education Research Institute in China on possible future recruitment plans.

***Describe challenges:*** There is a decline in graduate enrollments across the Commonwealth.

***Who are you collaborating with?*** Academic Affairs (Academic Colleges); Enrollment Management; University Relations; and External Vendors

***Does strategy overlap with other goal/strategy? If so, which one?*** No

***Describe next steps:*** Next steps include continued implementation of ongoing and new activities.

***Describe any new investments or reinvestments (realignment of existing resources) to this initiative:*** New investments include increased investment in recruitment marketing in our contract with Access Inc. and new contract with Mongoose Cadence for enterprise text messaging.

***Name of person completing this Strategic Plan Progress Report:*** Kitty McCarthy (Vice President for Enrollment Management) with support from Laura Jacobsen (Acting Dean of the College of Graduate Studies and Research)

**Goal 7E: Use high-touch recruiting strategies that involve ongoing, face-to-face interactions with prospective students at all stages of the recruitment process, from early prospect through active enrollment.**



Green = Progress is on track.

***Describe progress toward target:*** The College of Graduate Studies and Research expanded use of high-touch, personalized recruitment strategies, including use of CollegeNet Prospect as a customer-relations management system and working with Mongoose Cadence as a vendor for enterprise text messaging services. The College also significantly expanded its social media presence, utilizing data-driven marketing by program. Our marketing vendor, Access Inc., designed a new recruitment video, marketing materials and pull-up banners for approximately half of our programs to significantly improve our College's brand and visibility.

***Describe challenges:*** There is a decline in graduate enrollments across the Commonwealth.

***Who are you collaborating with?*** Academic Affairs (Academic Colleges); Enrollment Management; University Relations; and External Vendors

***Does strategy overlap with other goal/strategy? If so, which one?*** No

***Describe next steps:*** Next steps include continued implementation of ongoing and new activities.

***Describe any new investments or reinvestments (realignment of existing resources) to this initiative:*** New investments include increased investment in recruitment marketing in our contract with Access Inc. and new contract with Mongoose Cadence for enterprise text messaging.

***Name of person completing this Strategic Plan Progress Report:*** Kitty McCarthy (Vice President for Enrollment Management) with support from Laura Jacobsen (Acting Dean of the College of Graduate Studies and Research)

**Goal 8A: Align student recruitment, academic outreach and retention activities to enhance access, inclusiveness and student success.**



Green = Progress is on track.

***Describe progress toward target:*** Improvement in first to second year retention is the focus of predictive analytics projects underway in academic units -- Data and Information Management (DAIM) and the Center for Innovation and Analytics. Using characteristics of new freshmen, these projects are working to identify those students at possible risk of not returning for a second year. With this information, the Office of Student Success and Retention will work to connect students with resources to support their persistence and success. The DAIM program is generating data each week for consideration and follow-up by the Office of Student Success and Retention. Progress is also being made by the Center for Innovation and Analytics.

***Describe challenges:*** The biggest challenge is connecting with students and motivating them to take advantage of the resources that can support their short- and long-term success.

***Who are you collaborating with?*** Academic Affairs; Enrollment Management; Information Technology; and Student Affairs

***Does strategy overlap with other goal/strategy? If so, which one?*** Aspects of this strategy overlap with Student Success activities, but in general provide support to those activities.

***Describe next steps:*** Next steps include continued development, enhancement and implementation of results of predictive analytics, which over time should inform our understanding of student behavior and how best to target academic and non-academic resources.

***Describe any new investments or reinvestments (realignment of existing resources) to this initiative:*** Consideration for support of predictive analytics work is ongoing and has been primarily dedicated to student interns and summer stipends for faculty. This support has come from various budgets, including Academic Affairs, Enrollment Management, Information Technology and Student Affairs.

***Name of person completing this Strategic Plan Progress Report:*** Kitty McCarthy (Vice President for Enrollment Management) with support from Susan Trageser (Vice President for Student Affairs)

# **RADFORD** UNIVERSITY

## **2018-2023 Strategic Plan**

### **Embracing the Tradition and Envisioning the Future**

#### **Student Success Fall 2018 Updates**

**Strategy 1A: Increase the number of students engaged with research, scholarship and creative activities within and beyond the classroom.**



Green = Progress is on track.

***Describe progress toward target:*** The following has been achieved in support of this strategy:

- Implementation of the Highlander Research Rookies Program with a beginning cohort of 15 students during the 2018-2019 academic year;
- Increase in the Summer Undergraduate Research Fellowships (SURF) from 15 to 18 student participants;
- Expansion of the Radford Amazonian Research Expedition (RARE) Program to include additional participating colleges;
- 13 percent participation increase for the Accelerated Research Opportunities (ARO) Living-Learning Community from 22 to 25 students;
- Development of Undergraduate Research, Scholarship and Creative Activity (URSCA) student workshops;
- Implementation of the Council for Undergraduate Research (CUR) Transformation grants for faculty;
- Year two activities and implementation of the REALising Inclusive Science Excellence (REALISE) Grant Program for inclusive pedagogy in Science, Technology, Engineering and Mathematics (STEM) fields;
- Attendance at the Undergraduate Research Institute by a team of faculty from music, design and history;
- Increased student presentations at regional, state and national conferences; and
- Faculty receiving college research awards in which many include student research.

***Describe challenges:*** Funding for SURF is still needed, as well as continued faculty development and compensation for their time for mentorship of research. The lack of release time for faculty remains an issue for continued expansion and growth for this strategy.

***Who are you collaborating with?*** Faculty Senate; College Deans; Department Chairs; Faculty; Center for Innovative Teaching and Learning; Office of Undergraduate Research and Scholarship; Center for Global Education and Engagement; Honors College; and Division of Enrollment Management

***Does strategy overlap with other goal/strategy? If so, which one?*** Academic Excellence and Research 4E



***Describe next steps:*** Next steps include the following activities: continue to support and identify expansion opportunities for the Research Rookies Program; provide critical support for SURF students; and continue to develop URSCA student workshops.

***Describe any new investments or reinvestments (realignment of existing resources) to this initiative:*** The following investments have been made: \$120,000 in the Research Rookies Program; \$25,000 in the RARE Program; and the reallocation of existing positions for the Executive Director of Faculty Development.

***Name of person completing this Strategic Plan Progress Report:*** Kenna Colley (Interim Provost and Vice President for Academic Affairs) on behalf of the Academic Affairs Leadership Team

**Strategy 1B: Provide enhanced resources for student academic and emotional support, thereby recognizing the interdependence and importance of academic and emotional support services.**



Green = Progress is on track.

***Describe progress toward target:*** A needs assessment regarding students' awareness of and access to various support resources is being developed. The target for implementation of the needs assessment is during the Fall 2019 semester.

***Describe challenges:*** Staffing transitions have slowed the development and coordination of the needs assessment.

***Who are you collaborating with?*** Division of Student Affairs (Student Counseling Services; Substance Abuse and Violence Education Support Services; Student Health Center; Student Recreation and Wellness; Office of Student Success and Retention; Center for Diversity and Inclusion; and Center for Accessibility Services) and Division of Academic Affairs (Provost's Office and Harvey Knowledge Center)

***Does strategy overlap with other goal/strategy? If so, which one?*** N/A

***Describe next steps:*** Work continues to complete development of the needs assessment and determine appropriate means for implementation.

***Describe any new investments or reinvestments (realignment of existing resources) to this initiative:*** N/A

***Name of person completing this Strategic Plan Progress Report:*** Vice President for Student Affairs Susan Trageser

**Strategy 1C: Examine the courses with high DFW (grade of D, failed or withdrawn) rates to determine the best strategy for improving course outcomes, achieving success and providing access to appropriate academic support.**



Green = Progress is on track.

***Describe progress toward target:*** The Academic Affairs Leadership Team (AALT) focused on DWF data as part of their summer planning retreat, which was held in August 2018. College Deans utilized the Fall 2018 semester to begin developing plans with Department Chairs on how to approach changes to these courses.

***Describe challenges:*** DWF data provide an in-depth analysis of problematic classes. From this analysis, plans need to be carefully constructed and implemented.

***Who are you collaborating with?*** Academic Affairs Leadership Team; Office of Student Success and Retention; and Harvey Knowledge Center

***Does strategy overlap with other goal/strategy? If so, which one?*** N/A

***Describe next steps:*** College Deans continue to work on college-specific plans and share strategies with their colleagues.

***Describe any new investments or reinvestments (realignment of existing resources) to this initiative:*** Investments in the Harvey Knowledge Center include the following: renovation costs for library space; reallocation of position and funds to hire new Director; increased marketing materials; and increased tutoring funds.

***Name of person completing this Strategic Plan Progress Report:*** Kenna Colley (Interim Provost and Vice President for Academic Affairs) on behalf of the Academic Affairs Leadership Team

**Strategy 1D: Engage with nationally recognized experts in diversity, access and equity literacy to create a diversity policy and a training center for faculty development.**



Green = Progress is on track.

***Describe progress toward target:*** A search has been conducted for new Executive Director of Faculty Development. The new director will begin working in July 2019. Additional activities include: securing and implementing the REALISE Grant and engaging with and supporting the Diversity and Equity Action Team, an internal governance committee, which is working on developing workshops and training related to access and equity.

***Describe challenges:*** This area includes a variety of stakeholders across campus. Therefore, it will require a great deal of engagement and time. These items remain a focus moving forward.

***Who are you collaborating with?*** Division of Academic Affairs; Division of Finance and Administration; and Division of Student Affairs

***Does strategy overlap with other goal/strategy? If so, which one?*** This strategy is related to all strategies under Student Success Goal 1.

***Describe next steps:*** The new Executive Director of Faculty Development will develop a detailed plan for 2019-2020 activities upon arriving in early summer.

***Describe any new investments or reinvestments (realignment of existing resources) to this initiative:*** Investments include the reallocation of two existing positions into one for the Executive Director of Faculty Development and funding for the REALISE Grant.

***Name of person completing this Strategic Plan Progress Report:*** Kenna Colley (Interim Provost and Vice President for Academic Affairs) on behalf of the Academic Affairs Leadership Team

**Strategy 1E: Institute an expectation of continuing pedagogy education for all teaching faculty.**



Green = Progress is on track.

***Describe progress toward target:*** Continued programming is offered as part of the Center for Innovative Teaching and Learning (CITL) instruction in online pedagogy, teaching strategies, instructional technology and optimum student assessment.

***Describe challenges:*** There needs to be enhanced leadership and continued planning.

***Who are you collaborating with?*** Division of Academic Affairs

***Does strategy overlap with other goal/strategy? If so, which one?*** Student Success 1D

***Describe next steps:*** A strategic plan is being developed for CITL in order to align with the university-wide strategic plan and active planning by the new Executive Director.

***Describe any new investments or reinvestments (realignment of existing resources) to this initiative:*** There was a reallocation of two positions for the new Executive Director of Faculty Development.

***Name of person completing this Strategic Plan Progress Report:*** Kenna Colley (Interim Provost and Vice President for Academic Affairs) on behalf of the Academic Affairs Leadership Team

**Strategy 2A: Promote cultural programming (arts, international, diversity, etc.) that encourages students, faculty and staff to actively engage with and understand different cultural viewpoints.**



Green = Progress is on track.

***Describe progress toward target:*** There have been collaborative discussions with the Diversity and Equity Action Committee and Student Affairs programming units, such as the Office of Diversity and Inclusion.

***Describe challenges:*** At the present time, planning is very segmented. There is a need for university-wide planning.

***Who are you collaborating with?*** Division of Academic Affairs; Division of Student Affairs; and Diversity and Equity Action Committee

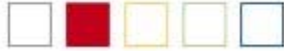
***Does strategy overlap with other goal/strategy? If so, which one?*** Student Success 1D

***Describe next steps:*** Moving forward, there will be an increased effort on engaging in campus-wide dialogue and creating a university-wide plan of action.

***Describe any new investments or reinvestments (realignment of existing resources) to this initiative:*** N/A

***Name of person completing this Strategic Plan Progress Report:*** Kenna Colley (Interim Provost and Vice President for Academic Affairs) on behalf of the Academic Affairs Leadership Team

**Strategy 2B: In order to facilitate communication about campus events, all relevant social media sites will be updated with information about campus events and programming (see ACCESS Radford goal in Economic Development and Community Partnerships).**



Red = No progress has been reported.

***Describe progress toward target:*** To date, there is no measurable progress to report.

***Describe challenges:*** At this time, specific groups, offices, and organizations need to be identified for inclusion in this process moving forward.

***Who are you collaborating with?*** Division of Academic Affairs; Division of Student Affairs; and Office of University Relations

***Does strategy overlap with other goal/strategy? If so, which one?*** N/A

***Describe next steps:*** Next steps include the following: hosting an initial meeting of collaborators and establishing a regular meeting schedule for collaborators.

***Describe any new investments or reinvestments (realignment of existing resources) to this initiative:*** N/A

***Name of person completing this Strategic Plan Progress Report:*** Vice President for Student Affairs Susan Trageser

**Strategy 2C: Recognizing that faculty plays an important role in student engagement with campus life, faculty members will be strongly encouraged to integrate campus events as part of their course curriculum expectations.**



Green = Progress is on track.

***Describe progress toward target:*** University 100 incorporates campus events into the curriculum. Other individual courses are under development.

***Describe challenges:*** There is a lack of university-wide awareness, as well as coordinated planning and available training.

***Who are you collaborating with?*** Division of Academic Affairs and Division of Student Affairs

***Does strategy overlap with other goal/strategy? If so, which one?*** Student Success 2B

***Describe next steps:*** An ad-hoc committee is being created for the 2019-2020 academic year.

***Describe any new investments or reinvestments (realignment of existing resources) to this initiative:*** N/A

***Name of person completing this Strategic Plan Progress Report:*** Kenna Colley (Interim Provost and Vice President for Academic Affairs) on behalf of the Academic Affairs Leadership Team



**Strategy 2D: Encourage communication and regular dialogue among residential life, academic affairs and student affairs to enhance student retention.**



Green = Progress is on track.

***Describe progress toward target:*** The Retention Summit was held on January 17, 2019. A full report will be released in mid-February 2019. In order to examine best practices in critical areas, the Task Force on New Student and Family Programs; Student Success and Retention; and Academic Advising was established and held its initial meeting in mid-January 2019.

***Describe challenges:*** There are a large number of variables that impact retention. As a result, planning must include strategies that are developed collaboratively across multiple divisions and units.

***Who are you collaborating with?*** Division of Academic Affairs; Division of Enrollment Management; and Division of Student Affairs

***Does strategy overlap with other goal/strategy? If so, which one?*** N/A

***Describe next steps:*** Next steps include the following: release of the report from the Retention Summit and work of the Task Force mentioned above.

***Describe any new investments or reinvestments (realignment of existing resources) to this initiative:*** N/A

***Name of person completing this Strategic Plan Progress Report:*** Kenna Colley (Interim Provost and Vice President for Academic Affairs) on behalf of the Academic Affairs Leadership Team

**Strategy 3A: Create a consistent university-wide academic advising protocol and assessment plan for faculty and professional advisers with oversight from an assistant provost in collaboration with the Academic Affairs Leadership Team.**



Green = Progress is on track.

***Describe progress toward target:*** The second annual Academic Advising Conference was held to share best practices. Also, the professional advisors have developed a strategic plan and an advising handbook for utilization across all colleges.

The Advising Conference will feature sessions that relate to student development, student issues, data and assessment, as well as technology and techniques to assist student support professionals and faculty, while working with students.

***Describe challenges:*** The biggest challenge is allocating adequate time for bringing professional advisors together in order to focus on developing protocol and plans for moving forward.

***Who are you collaborating with?*** Division of Academic Affairs (Academic Advising Committee)

***Does strategy overlap with other goal/strategy? If so, which one?*** N/A

***Describe next steps:*** The third annual Academic Advising Conference will be held in mid-February 2019.

***Describe any new investments or reinvestments (realignment of existing resources) to this initiative:*** N/A

***Name of person completing this Strategic Plan Progress Report:*** Kenna Colley (Interim Provost and Vice President for Academic Affairs) on behalf of the Academic Affairs Leadership Team

**Strategy 3B: Support the Center for Career and Talent Development, an innovative physical space that will help create our brand identity and outreach plan that inspires collaboration among career coaches, faculty, employers and alumni to empower student career and talent development and life skills.**



Green = Progress is on track.

***Describe progress toward target:*** The Center for Career and Talent Development has robust operations with active programming, assessment and student engagement.

***Describe challenges:*** The Center for Career and Talent Development requires additional staffing support in order to increase overall efforts and related services.

***Who are you collaborating with?*** Division of Academic Affairs (Center for Career and Talent Development)

***Does strategy overlap with other goal/strategy? If so, which one?*** This strategy is related to all strategies under Student Success Goal 3.

***Describe next steps:*** Next steps will be focused on continuing to develop the Center for Career and Talent Development and related programming.

***Describe any new investments or reinvestments (realignment of existing resources) to this initiative:*** There was a recent investment in new space for the Center for Career and Talent Development located in Russell Hall.

***Name of person completing this Strategic Plan Progress Report:*** Kenna Colley (Interim Provost and Vice President for Academic Affairs) on behalf of the Academic Affairs Leadership Team

**Strategy 3C: Develop the “Discover, Experience and Thrive” customized career development plan.**



Check = This goal and strategy of the strategic plan has been successfully completed.

***Describe progress toward target:*** The “Discover, Experience and Thrive” customized career development plan was launched during the Fall 2018 semester.

***Describe challenges:*** There is currently a focus on complete implementation, full utilization and on-going assessment.

***Who are you collaborating with?*** Division of Academic Affairs (Center for Career and Talent Development)

***Does strategy overlap with other goal/strategy? If so, which one?*** This strategy is related to all strategies under Student Success Goal 3.

***Describe next steps:*** Next steps include: addressing the above referenced challenges by focusing on complete implementation, full utilization and on-going assessment.

***Describe any new investments or reinvestments (realignment of existing resources) to this initiative:*** N/A

***Name of person completing this Strategic Plan Progress Report:*** Kenna Colley (Interim Provost and Vice President for Academic Affairs) on behalf of the Academic Affairs Leadership Team

**Strategy 3D: Actively cultivate employer relationships across multiple industries.**



Green = Progress is on track.

***Describe progress toward target:*** There has been significant progress in terms of developing expanded partnerships.

***Describe challenges:*** The Center for Career and Talent Development requires additional staffing support in order to increase overall efforts and related services.

***Who are you collaborating with?*** Division of Academic Affairs (Center for Career and Talent Development)

***Does strategy overlap with other goal/strategy? If so, which one?*** This strategy is related to all strategies under Student Success Goal 3.

***Describe next steps:*** Next steps include the following: regular outreach to new employers to develop partnerships, internship and co-op connections and increase job placement rates.

***Describe any new investments or reinvestments (realignment of existing resources) to this initiative:*** N/A

***Name of person completing this Strategic Plan Progress Report:*** Kenna Colley (Interim Provost and Vice President for Academic Affairs) on behalf of the Academic Affairs Leadership Team

**Strategy 3E: Expand current workshops offered by the Center for Career and Talent Development to include financial literacy.**



Green = Progress is on track.

***Describe progress toward target:*** There has been significant progress in terms of workshop development and implementation. Work remains with regard to financial literacy.

***Describe challenges:*** The Center for Career and Talent Development is focused on increasing awareness and participation among students.

***Who are you collaborating with?*** Campus-wide Partners

***Does strategy overlap with other goal/strategy? If so, which one?*** This strategy is related to all strategies under Student Success Goal 3.

***Describe next steps:*** Next steps include the following: developing an ad-hoc committee or working group to focus on financial literacy.

***Describe any new investments or reinvestments (realignment of existing resources) to this initiative:*** N/A

***Name of person completing this Strategic Plan Progress Report:*** Kenna Colley (Interim Provost and Vice President for Academic Affairs) on behalf of the Academic Affairs Leadership Team

# December 2018 Minutes

**RADFORD UNIVERSITY**

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Board of Visitors

# **RADFORD** UNIVERSITY

Board of Visitors

## **QUARTERLY MEETING**

**9:00 A.M.**

**December 7, 2018**

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

### **DRAFT** **MINUTES**

#### **BOARD MEMBERS PRESENT**

Mr. Mark S. Lawrence, Rector

Mr. Robert A. Archer, Vice Rector

Dr. Thomas Brewster

Dr. Jay A. Brown

Ms. Krisha Chachra

Dr. Rachel D. Fowlkes

Dr. Susan Whealler Johnston

Mr. Randy Marcus

Dr. Debra K. McMahon

Ms. Karyn K. Moran

Ms. Nancy A. Rice

Ms. Georgia Anne Snyder-Falkinham

Ms. Lisa Throckmorton

Dr. Jason Fox, Faculty Representative (Non-voting Advisory Member)

Ms. Myriah Brooks, Student Representative (Non-voting Advisory Member)

#### **BOARD MEMBERS ABSENT**

Mr. Gregory A. Burton

Mr. James R. Kibler, Jr.

#### **OTHERS PRESENT**

Dr. Brian O. Hemphill, President

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

Dr. Kenna M. Colley, Interim Provost and Vice President for Academic Affairs

Mr. Danny Kemp, Vice President for Information Technology and Chief Information Officer

Ms. Wendy Lowery, Vice President for University Advancement

Ms. Kitty McCarthy, Vice President for Enrollment Management

Mr. Chad A. Reed, Vice President for Finance and Administration and Chief Financial Officer

Ms. Ashley Schumaker, Chief of Staff and Vice President for University Relations

Dr. Susan Trageser, Vice President for Student Affairs

Mr. Allen T. Wilson, Assistant Attorney General, Commonwealth of Virginia

Other Radford University faculty and staff



## **CALL TO ORDER**

Rector Mark S. Lawrence called the quarterly meeting of the Radford University Board of Visitors to order at 9:23 a.m. in the Mary Ann Jennings Hovis Memorial Board Room on Third Floor in Martin Hall. Rector Lawrence began the meeting by thanking the faculty and staff for their hard work and important efforts in serving the students and community.

## **APPROVAL OF AGENDA**

Rector Lawrence asked for a motion to approve the Board of Visitors meeting agenda for December 7, 2018, as published. Mr. Randy Marcus so moved, Vice Rector Robert Archer seconded, and the motion carried unanimously.

## **APPROVAL OF MINUTES**

Rector Lawrence asked for a motion to approve the Board of Visitors minutes from the October 3, 2018 meeting. Mr. Marcus so moved, Vice Rector Archer seconded, and the motion carried unanimously.

## **RECOGNITION OF WOMEN'S SOCCER TEAM**

Rector Lawrence introduced Director of Athletics Robert Lineburg who introduced the Women's Soccer team members and coaches. Following a video, Mr. Lineburg shared the season's accolades collected by the team, individual student-athletes and coaching staff, including the Big South regular season championship, the Big South tournament title and Big South Coach of the Year for the fourth time.

## **EMPLOYEE RECOGNITION**

Rector Lawrence stated that the power of first impressions is so important and the Board of Visitors would like to recognize Mr. Bobby Hickman as a true ambassador for the University and his dedicated service to the Radford family with a Certificate of Appreciation. A copy of the Certificate is attached hereto as *Attachment A* and is made a part hereof.

## **PRESIDENT'S REPORT**

President Brian O. Hemphill began his report by acknowledging the hard work of many faculty and staff across the campus who have worked diligently on behalf of the University and in support of student success. Their work is evident in the many recent activities, events and successful initiatives. President Hemphill shared that the University's Annual Report was recently distributed in print and online and is organized around the focal areas of the 2018-2023 strategic plan, "Embracing the Tradition and Envisioning the Future." The items contained within the report fully illustrate a year marked by growth and innovation. President Hemphill added that great advances continue to be made by the faculty and staff in the Vinod Chachra IMPACT Lab, which celebrated its first full year of operation in September 2018. On November 5, 2018, President Hemphill stated he was joined by Emory & Henry College President Jake Schrum and their teams to sign cooperative agreements, thereby establishing three new accelerated graduate programs that will significantly shorten the time it takes for students to complete their undergraduate and graduate education. President Hemphill stated that these types of partnerships are critical for the future. President Hemphill shared with the Board that he made a joint announcement with City of Radford Mayor David Horton that the Radford Highlanders Festival will return to campus on October 12, 2019. The Festival, a joint partnership between Radford University and the City of Radford, was moved to Bisset Park in 2014 due to several construction and renovation projects. It proudly represents a long-standing community tradition honoring our region's Scots-Irish heritage. President Hemphill also shared his excitement that progress

toward the Jefferson College of Health Sciences merger is made every day, and the Board will continue to receive updates as the process continues. President Hemphill added that, in preparation of the upcoming 2019 General Assembly Session, he and his team continue to travel across the Commonwealth to share information with our state's leaders regarding the University's priorities and goals. The Jefferson College of Health Sciences merger, the Center for Adaptive Innovation and Creativity and financial aid remain top priorities. In closing, President Hemphill informed the Board that as of January 1, 2019, Mr. Allen T. Wilson, Assistant Attorney General with Commonwealth of Virginia, will be devoted full-time to Radford University. A copy of the report and draft Merger Prospectus are attached hereto as **Attachment B** and is made a part hereof.

#### **REPORT FROM THE ACADEMIC EXCELLENCE AND RESEARCH COMMITTEE**

Dr. Susan Whealler Johnston, Chair, stated that the Academic Excellence and Research Committee met on December 6, 2018 and there were no action items to bring forward for consideration. She shared with the Board that the Committee heard an update on the General Education initiative from Faculty Senate President Jake Fox who reported the efforts are going well. Dr. Fox also shared news on the formation of the Ad Hoc Team for Civic Engagement and the approval of the General Education Guiding Principles. The Committee heard an Academic Affairs update from Interim Provost and Vice President for Academic Affairs Kenna Colley which included the most recent State Council of Higher Education for Virginia (SCHEV) approvals for Radford University: the Bachelor of Science degree in Sport Management, the Bachelor of Science degree in Allied Health Sciences and the Bachelor of Science degree in Cybersecurity. The Committee also received a presentation by Professor of Geology Skip Watts who provided an overview on the Geohazards and Unmanned Systems Research Center, including past and current projects.

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

Dr. Jay Brown, Vice Chair, stated that the Committee met on December 6, 2018, and there are no action items to bring forward for consideration. Dr. Brown said that during the Committee meeting, University Auditor Margaret McManus presented an oral report on the University Discretionary Fund for the quarter ended September 30, 2018. One hundred percent of University Discretionary Fund expenditures were reviewed, and all were found in compliance with the Board of Visitors' guidelines. She also reported on the Revenue Collection Point Audit of Graduate Admissions Application Fees, Departmental Audit of Student Recreation and Wellness and Information Technology Audit of Building Automation Systems. Vice President for Finance and Administration Chad A. Reed presented an update of current capital projects and the current Master Plan. Vice President Reed also presented an overview of the Higher Education Equipment Trust Fund program and an overview of the Higher Education Comparative Report issued by the Auditor of Public Accounts in October 2018. The report highlighted and independently validated the University's financial health, which has received positive attention across the Commonwealth.

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

Dr. Rachel D. Fowlkes, Chair, stated that the Governance, Administration and Athletics Committee met on December 6, 2018 with the following items to report. Vice President for Information Technology Danny M. Kemp presented the Division's current and future project initiatives and projected completion timelines to the Committee. Vice President Kemp shared that the IMPACT Program, Jefferson College merger, Reed and Curie Halls renovation and on-going security are among the high-priority areas. Vice President Kemp also shared the Division's process for project management due to the high volume of requests and complexity of the issues. Director of Athletics Robert Lineburg provided an update of recent activities in Intercollegiate Athletics. Sharing academic excellence achievements, Mr.

Lineburg noted four student-athletes were on the Big South All-Academic Team and recognized Jessica Wollmann of Women's Soccer as the Big South Scholar-Athlete of the Year. In competitive excellence, Women's Soccer finishing first and also won the Big South Tournament Championship and Men's Soccer came in second in the regular season. Volleyball finished second in regular season. He noted the big wins for Men's Basketball over Notre Dame and Texas. Mr. Lineburg reviewed the resource development status and the upcoming special event which is the Winter Celebration for Men's and Women's Basketball Alumni Weekend to be held on February 23, 2019.

### **REPORT FROM THE STUDENT SUCCESS COMMITTEE**

Dr. Debra McMahon, Chair, stated that the Student Success Committee met on December 6, 2018 with the following items to report. Student Government Association President Julianna Stanley updated the Committee on recent events that the Student Government Association has hosted this semester, including a voter registration drive and a diversity forum open to all students. The Student Government Association also passed a resolution supporting the schools impacted by the wild fires in California and provided them to those universities. Vice President for Student Affairs Susan Trageser provided an update on the Division of Student Affairs, including Living-Learning Communities, the Mentoring Academically Successful Highlanders, or MASH, program and the upcoming training programs in the Center for Diversity and Inclusion. Associate Vice President for Student Life Tricia Smith and Associate Dean of Students Bruce Hayden gave a presentation on student advocacy and wellness to the Committee with an overview of resources supporting students so they can be successful in and outside the classroom.

### **REPORT FROM THE UNIVERSITY ADVANCEMENT, UNIVERSITY RELATIONS AND ENROLLMENT MANAGEMENT COMMITTEE**

Ms. Krisha Chachra, Chair, stated that the University Advancement, University Relations and Enrollment Management Committee met on December 6, 2018 with the following items to report. Vice President for Enrollment Management Kitty McCarthy provided an update regarding fall 2019 student recruitment and enrollment. Ms. McCarthy shared that, as of December 4, 2018, new freshman applications were up 12% over last year with the most significant in-state growth in the Richmond, Peninsula and Northern Virginia regions. Vice President McCarthy added that completed applications were up 9% and admitted students represent an increase of 14% compared to fall 2018. Vice President McCarthy added that the applicant quality remains steady. Vice President for University Advancement Wendy Lowery provided an update on the division's recent activities. New staff members include two Regional Coordinators in Alumni Relations and a Development Phonathon Coordinator in Annual Giving. Vice President Lowery shared the success of the Annual Giving digital efforts, the Greek Life Challenge, Giving Tuesday, TAG Day, December senior gifts and overall giving. Vice President Lowery added that at this point in the fiscal year, there have been 2,021 donors with 728 being new donors. Vice President for University Relations Ashley Schumaker provided an overview of the three phases of the comprehensive media plan and marketing approach. As part of the report, Vice President Schumaker provided an advertising update by media tactic, while focusing on markets and delivery through mid-November. In the key performance indicators update, she noted that advertising impressions, website sessions, and page inquiries are on target based on established goals. She noted strong performance in digital outreach with a click-thru rate of 0.64%, while the industry benchmark is 0.25% to 0.35%. Vice President Schumaker concluded her report by emphasizing that many of the University Relations projects are a collaborative effort and are successful because of the strong partnerships with other divisions, departments and offices.

### **REPORT FROM THE STUDENT REPRESENTATIVE TO THE BOARD**

Student Representative to the Board of Visitors Myriah Brooks updated the Board on her initiatives for the year, which are increasing student retention and promoting community outreach. Ms. Brooks has

met with several on-campus and community constituents promoting the philosophy that pride is amplified when we have a relationship with our community. Ms. Brooks will continue to seek collaborative partners and is planning a spring community service project. A copy of the presentation is attached hereto as **Attachment C** and is made a part hereof.

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

Ms. Georgia Anne Snyder-Falkinham, who serves as the Representative to the Radford University Foundation Board of Directors, provided an update on recent Foundation news and activities, including the annual audit is now final and available on the Foundation's website. The Investment Committee and the Board have identified three finalists to manage the Foundation's investments and will be meeting with the finalists in January. The next Foundation Board of Directors meeting will be in March and will be held in Radford. Ms. Snyder-Falkinham distributed an asset summary report which is attached hereto as **Attachment D** and made a part hereof.

### **VINOD CHACHRA IMPACT LAB 2018 ANNUAL REPORT**

IMPACT Executive Director Matt Dunleavy provided the Board of Visitors with an overview of the program's initial year of activities, evaluation data and plans for the future. Dr. Dunleavy began his presentation by reviewing the objectives of the program, which are to work with strategic partners to design and develop online, self-paced, competency-based education to empower working adults with career-advancing skills and strengthen the strategic partners' workforce throughout the Commonwealth of Virginia. The program focuses on teaching specific job-related skills needed to complete a critical task within the workplace in three main areas: cybersecurity, geospatial intelligence and K-12 pedagogy. Dr. Dunleavy shared the major accomplishments in the first year, which included: being the first four-year public university in Virginia to offer competency-based education certificates in cybersecurity and geospatial intelligence; recruiting 13 cybersecurity and geospatial intelligence partners resulting in 40 adult learners; receiving the largest grant in the history of the University at \$13.9 million; enrolled 464 education adult learners from four different states; and receiving a major gift from Vinod Chachra, Ph.D. and the naming of the lab in his honor. In closing, Dr. Dunleavy acknowledged President Hemphill for the bold vision he brought forth and thanked him and other colleagues for their support in making the growth and success of the program a reality. A copy of the report is attached hereto as **Attachment E** and is made a part hereof.

### **JEFFERSON COLLEGE OF HEALTH SCIENCES UPDATE AND DRAFT PROSPECTUS REVIEW**

Chief of Staff and Vice President for University Relations Ashley Schumaker provided an update to the Jefferson College of Health Sciences merger, including the prospectus timeline, characteristics of the institutions, transition team updates, outreach activities and staffing updates. Vice President Schumaker shared the unique qualities of both institutions. While Radford University is a comprehensive public university on a 204-acre traditional residential campus, Jefferson College is a private health sciences college in an urban clinical setting. The two universities offer programs unique from one another, serve different populations and offer different experiences. Vice President Schumaker reinforced that by merging, we will significantly increase the number of healthcare graduates and further expand the healthcare pipeline across the Commonwealth. Vice President for Finance and Administration and Chief Financial Officer Chad A. Reed updated the Board on the financial information. Vice President Reed stated that the merger brings no debt obligations, physical infrastructure or deferred maintenance. He added that Jefferson College offers programs with strong demand and sustained enrollment growth. In closing, Vice President Reed stated that he has witnessed a lot of excitement from future colleagues for working with and be a part of the Radford Family. Faculty Senate President Jake Fox added that he has talked with a lot of faculty who are thinking of creative ways to add value and are looking forward to the

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

**CLOSED SESSION**

Rector Lawrence requested a motion to move into closed session. Dr. Fowlkes made the motion that the Radford University Board of Visitors convene a closed session pursuant to Section 2.2-3711 (A) Items 1, 3 and 7 under the Virginia Freedom of Information Act for the discussion of personnel matters; the discussion or consideration of the acquisition of real property for a public purpose; consultation with legal counsel and briefings by staff pertaining to a current Equal Employment Opportunity Commission (EEOC) complaint; and consultation with legal counsel regarding specific legal matters. Mr. Marcus seconded the motion. The Board of Visitors went into closed session at 11:40 a.m.

**RECONVENED SESSION**

Following closed session, the public was invited to return to the meeting. Rector Lawrence called the meeting to order at 1:25 p.m. On motion made by Dr. Fowlkes and seconded by Ms. Lisa Throckmorton, the following resolution of certification was approved by a roll call vote.

**Resolution of Certification**

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

<u>Roll Call</u>	<u>Vote</u>
Mr. Mark S. Lawrence, Rector	Yes
Mr. Robert A. Archer, Vice Rector	Yes
Dr. Thomas Brewster	Yes
Dr. Jay A. Brown	Yes
Ms. Krisha Chachra	Yes
Dr. Rachel D. Fowlkes	Yes
Dr. Susan Whealler Johnston	Yes
Mr. Randy Marcus	Yes
Dr. Debra McMahan	Yes
Ms. Karyn Moran	Yes
Ms. Nancy Rice	Yes
Ms. Georgia Anne Snyder-Falkinham	Yes
Ms. Lisa Throckmorton	Yes

The resolution of certification was unanimously adopted.

**OTHER BUSINESS**

Resolution for the Employment Agreement



Rector Lawrence requested a motion to approve the resolution for proposed changes to the President's employment agreement and authorizes the Rector to execute the amended agreement and Memorandum of Understanding. Vice Rector Archer so moved, Ms. Throckmorton seconded, and the motion carried unanimously. A copy of the resolution is attached hereto as **Attachment G** and is made a part hereof.

Resolution for the Performance Plan Update

Rector Lawrence requested a motion to approve the resolution for updating the performance plan of President Hemphill. Ms. Nancy Rice so moved, Ms. Snyder-Falkinham seconded, and the motion carried unanimously. A copy of the resolution is attached hereto as **Attachment H** and is made a part hereof.

Resolution for Delegation of Authority to Approve Real Property Conveyance, Transfer or Exchange

Rector Lawrence requested a motion to approve the resolution for delegation of authority to approve real property conveyance, transfer or exchange to President Hemphill. Ms. Snyder-Falkinham so moved, Dr. Fowlkes seconded, and the motion carried unanimously. A copy of the resolution is attached hereto as **Attachment I** and is made a part hereof.

Resolution for Suspension of Bylaws: Faculty Representative

Rector Lawrence requested a motion to approve the resolution for suspension of bylaws related to the faculty representative. Ms. Snyder-Falkinham so moved, Vice Rector Archer seconded, and the motion carried unanimously. A copy of the resolution is attached hereto as **Attachment J** and is made a part hereof.

**ANNOUNCEMENTS**

January 29, 2019	Advocacy Day, Richmond
February 7-8, 2019	Board of Visitors meetings, Radford University campus
February 23, 2019	Winter Celebration and Volunteer Summit, Radford University campus
May 9-10, 2019	Board of Visitors meetings, Radford University campus
May 10-11, 2019	Spring Commencement, Radford University campus

**ADJOURNMENT**

With no further business to come before the Board, Rector Lawrence thanked everyone for attending and requested a motion to adjourn. Vice Rector Archer so moved, Ms. Snyder-Falkinham seconded, and the motion carried unanimously. The meeting adjourned at 1:50 p.m.

Respectfully submitted,

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

# RADFORD UNIVERSITY

## Board of Visitors

### *Certificate of Appreciation*

The Radford University Board of Visitors hereby expresses its sincere and everlasting appreciation to Mr. Bobby Hickman for his dedicated and exemplary service to the Radford family. Mr. Hickman is a proud Highlander who consistently provides outstanding service to all those he encounters on the campus and in the community.

Therefore, on this 7th day of the month of December in the year two thousand eighteen, the Board hereby considers and passes this Certificate of Appreciation for Mr. Hickman's extraordinary enthusiasm for Radford University and its students, faculty, staff, alumni, friends, and supporters, and furthermore that this Certificate of Appreciation be preserved in perpetuity in the Board's permanent business records and the original presented to Mr. Bobby Hickman.



Mark S. Lawrence  
Rector



Brian O. Hemphill, Ph.D.  
President



# RADFORD UNIVERSITY

Brian O. Hemphill, Ph.D.

President

## MEMORANDUM

TO: Members of the Board of Visitors

FROM: Brian O. Hemphill, Ph.D.   
President

DATE December 7, 2018

RE: President's Report

I would like to begin my report today by acknowledging the hard work of the many faculty and staff across the campus who have worked diligently on behalf of the University in support of student success. Today, I will highlight a number of activities, events, and initiatives from the Fall 2018 semester.

### **Radford University 2017-2018 Annual Report**

The Annual Report, which was recently distributed in print and online, is organized around the focal areas of the 2018-2023 strategic plan, "Embracing the Tradition and Envisioning the Future." The items contained within the report fully illustrate a year marked by growth and innovation. The Annual Report validates the remarkable individuals who comprise the Radford family and make Radford University so very special. In addition to the recent release of the Annual Report, a comprehensive progress report for the five-year strategic plan will be provided as part of the February 15, 2019 meeting.

### **Vinod Chachra IMPACT Lab 2018 Annual Report**

Great advances continued to be made by the faculty and staff in the Vinod Chachra IMPACT Lab, which celebrated its first full year of operation in September 2018. Executive Director Matt Dunleavy will present highlights from the 2018 Annual Report, and copies will be distributed to the Board.

### **Homecoming and Family Weekend**

From October 19 through 21, 2018, our campus and the community welcomed more than 1,000 alumni, friends and families of current students during Homecoming and Reunion Weekend, as well as Family Weekend. The campus was busy with an array of activities throughout the weekend. On Friday, I hosted the annual State of the University Address, which provided an opportunity for students, faculty, staff, alumni and friends to come together as one Radford family to reflect on the past, celebrate the present and plan for the future. Later that same day, Alumni Relations unveiled the Highlander statue, which will become an iconic feature on campus. On Saturday evening, Marisela and I were honored to host the Golden Reunion Dinner. These were just a few of the memorable moments from this year's event.



### **Emory & Henry College Partnership**

On November 5, 2018, I was honored to join with Emory & Henry College President Jake Schrum and our teams to sign cooperative agreements, thereby establishing three new accelerated graduate programs that will significantly shorten the time it takes for students to complete their undergraduate and graduate education. For the Master of Business Administration, Master of Science in Strategic Communication and the Master of Science or Master of Arts in English, the partnership will provide a pathway for students to accelerate their courses of study by completing both their undergraduate degrees and their graduate degrees in approximately five years of full-time study, compared to the six-plus years this undertaking usually requires.

### **2019 Radford Highlanders Festival**

On November 15, 2018, I was pleased to join with City of Radford Mayor David Horton to announce that the Radford Highlanders Festival will return to campus on October 12, 2019. The Festival, a joint partnership between Radford University and the City of Radford, was moved to Bisset Park in 2014 due to several construction and renovation projects. It proudly represents a long-standing community tradition honoring our region's Scots-Irish heritage.

### **2018 Winter Commencement**

On December 14-15, 2018, Winter Commencement ceremonies will be held as the Radford family joins together to celebrate the achievements of its graduates and newest alumni. On Friday, the School of Nursing Pinning, the Occupational Therapy Pinning and the College of Graduate Studies and Research Commencement and Hooding Ceremony will take place. On Saturday, the undergraduate ceremonies will take place at 10 a.m. and 1 p.m. in Bondurant Auditorium.

### **Jefferson College of Health Sciences Merger**

Progress toward the merger is made every day. Later in the meeting, a merger update will be provided by Chief of Staff and Vice President for University Relations Ashley Schumaker. The update will include distribution of a copy of the draft prospectus to be filed with the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) by March 15, 2019 for Fall 2019 completion of the merger.

### **2019 General Assembly Session**

In preparation of the upcoming 2019 General Assembly Session, I continue to travel across the Commonwealth in order to share information with our state's leaders regarding the University's priorities and goals. The Jefferson College of Health Sciences merger and the Center for Adaptive Innovation and Creativity remain two of our top priorities. In order to build continued support for these priorities and others, I invite Board of Visitors members to participate in our annual Advocacy Day to be held on January 29, 2019 in Richmond. The event provides students with a unique opportunity to share the Radford story with Virginia's elected officials, specifically delegates and senators, while obtaining first-hand experience of state government in action.

Before concluding my report, I am pleased to announce that Senior Assistant Attorney General Al Wilson will serve as dedicated legal counsel to Radford University effective January 1, 2019. Al has been providing exemplary service to Radford University, as well as a number of other clients, for several years. Moving forward, Radford University will be his only client. This will allow Al and the leadership team to work together more closely on current projects, as well as emerging needs and future initiatives. Mr. Rector and members of the Board, this concludes my report.

**Jefferson College of  
Health Sciences**

**Radford University**

**Merger Prospectus Submission to  
Southern Association of  
Colleges and Schools  
Commission on Colleges**

**December 7, 2018**

**DRAFT WORKING COPY**

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## **Section 1. Abstract.**

Describe the proposed change, the location, the projected implementation date and factors affecting the implementation date, and the organizational structure of the current institution. The implementation date in the prospectus shall be the official effective date of change approved by the SACSCOC Board of Trustees. This date should take into consideration the proposed date of approval by the Commission's Board, the date of approval by the institution's governing board, and the United States Department of Education reporting timelines affecting Title IV funding. For merger/consolidation or acquisition, designate the lead institution.

**Narrative:** This prospectus proposes the merger of two SACSCOC member institutions, Jefferson College of Health Sciences and Radford University. The consolidated institution will operate as Radford University, with a main campus in Radford, VA and a satellite campus in Roanoke, Virginia. Both institutions are entering the merger from positions of institutional excellence and financial strength. The institutions request that this proposal be considered by the Commission's Board in June 2019 for implementation on July 13, 2019. As described in Section 2, this date is in accordance with the timelines established by the Commission, the Department of Education, the State Council of Higher Education for Virginia, and the institutions' governing boards.

Jefferson College of Health Sciences is a private, not-for-profit, Level V institution located in Roanoke, Virginia. As a single purpose institution, Jefferson College of Health Sciences enrolls approximately 1,100 students each year in health sciences programs at the associate's, bachelor's, master's, and doctoral levels. Jefferson College of Health Sciences is owned by Carilion Medical Center, which is a subsidiary of Carilion Clinic, one of the largest healthcare providers in Virginia.

Radford University is a comprehensive public Level V institution located in Radford, Virginia, approximately 45 miles from Jefferson College of Health Sciences. Radford University enrolls approximately 9,500 students in bachelor's, master's, and doctoral programs. Jefferson College of Health Sciences' purpose of preparing students for professions in the health sciences, which is also an important component of Radford University's programs, through its Waldron College of Health and Human Services.

All of the programs offered by Jefferson College of Health Sciences will become a part of Radford University, as provided in the Program Plan Table. As described in Section 5 of this prospectus, Radford University also requests approval at Level I for approximately five years. This will allow the University to effectively serve the students enrolled in Jefferson College of Health Sciences' three associate's degree programs. The five year timeframe will allow for the appropriate teach-out and transfer of two of the associate's degree programs to Virginia Western Community College, also located in Roanoke, Virginia, and the transition of one program from the associate's level to the bachelor's level. Once the planned teach-outs have been completed, Radford University will submit a substantive change requesting that Level I be removed from its offerings.

Radford University currently operates an off-campus site in Roanoke at the Roanoke Higher Education Center. The new satellite campus will encompass that space and the space currently occupied by Jefferson College of Health Sciences. As described in Section 9, the same classrooms, laboratory spaces, and offices occupied prior to the merger will be used after the merger. An Organizational Chart for the merged institution is provided.

The Commonwealth of Virginia has been impacted by the national shortage of health professionals and the opportunities for employment in healthcare are strong. Consequently, training for health related occupations is a priority. The proposed merger of Jefferson College of Health Sciences and Radford University aligns with the Top Jobs Act and Virginia Plan for Higher Education specifically to increase college degrees in the high-demand occupations of healthcare. By pooling resources and personnel, the combined institutional capacity will enhance training to current and future healthcare professionals to address the Commonwealth's priority. This merger is a result of a shared vision to promote health professions education and is built upon a strong history of collaboration. To ensure a successful merger, administrators, faculty, and staff from both institutions worked in partnership to recreate Radford University so that it reflects the mission, purpose, and culture of both merging institutions. Each organization will play to its own strengths, and by combining strengths, the result will be greater than the sum of its parts. Moving Jefferson College of Health Sciences under the umbrella of a larger, state university will maximize expertise, and provide accessibility and programmatic flexibility to the healthcare workforce in Virginia.

## **Section 2. Background.**

Provide a clear statement of the nature and purpose of the change in the context of the institution's mission and goals. Provide evidence of the legal authority for the change (if authorization is required by the governing board or the state); if no governing board or state authorization is required, explain that in the narrative.

**Narrative:** The change proposed in this prospectus is the merger of two SACSCOC member institutions, Jefferson College of Health Sciences, which is currently owned by Carilion Medical Center, and Radford University. As described in the Agreement between Carilion Clinic and Radford University, ownership of Jefferson College of Health Sciences will be transferred to Radford University on July 13, 2019, if approved, and the consolidated institution will operate as Radford University, with a main campus in Radford, Virginia and a satellite campus in Roanoke, Virginia that will combine the campus currently occupied by Jefferson College of Health Sciences with an existing satellite campus already located in Roanoke. Radford University will assume ownership of the programs, services, facilities, and equipment of Jefferson College of Health Sciences.

**Mission and Goals:** Radford University is a comprehensive public institution offering degree programs in multiple disciplines, including health sciences. The programs that will move from Jefferson College of Health Sciences to Radford University prepare students to enter professions in the health sciences. Thus, these programs are congruent with Radford University's mission, which reflects its commitment to the "creation and dissemination of knowledge" and to "issues confronting our region, nation and the world."

*As a mid-sized, comprehensive, public institution, dedicated to the creation and dissemination of knowledge, Radford University empowers students from diverse backgrounds by providing transformative educational experiences, from the undergraduate to the doctoral level, within and beyond the classroom. As an inclusive university community, we specialize in cultivating relationships among students, faculty, staff, alumni and other partners, and in providing a culture of service, support and engagement. We embrace innovation and tradition and instill students with purpose and the ability to think creatively and critically. We provide an educational environment and the tools to address the social, economic and environmental issues confronting our region, nation and the world.*

This mission statement reflects a change that was approved by Radford University's Board of Visitors on October 3, 2018 in light of the proposed merger. Prior to this change, the mission statement indicated that Radford University empowered students "...from the baccalaureate to the doctoral level...". The Board of Visitors agreed that changing the wording from baccalaureate to undergraduate would allow the mission to encompass the students from Jefferson College of Health Sciences' three associate's degree programs. These programs will move to Radford University temporarily in order to be appropriately taught out. Details of Radford University's request to be approved to offer degrees at Level I until the teach-outs are complete are provided in Section 5.

The majority of Jefferson College of Health Sciences' programs will join the Waldron College of Health and Human Services. The mission and vision of the College are to:

- Facilitate and recognize excellence of students, faculty and staff.
- Provide a supportive environment while integrating innovative, evidence based and active teaching strategies.
- Incorporate the use of state-of-the-art technologies in both didactic and clinical work.
- Promote interprofessional collaboration among the faculty, staff and students in teaching, scholarship and service.
- Foster culturally competent care within a diverse and global society.
- Facilitate health promotion and wellness in the community.

The Waldron College of Health and Human Services is a community of clinician-scholars preparing competent, compassionate professionals to meet the needs of southwest Virginia and beyond.

**Legal Authority for the Change:** Jefferson College of Health Sciences is a private institution owned by Carilion Medical Clinic. The College is governed by its Board of Directors. Legal authority for the change was provided by the Board of Directors, which approved a resolution on January 12, 2018 to explore the merger. Subsequently, the Carilion Medical Center Board of Directors also passed a resolution in support of the merger at its January 16, 2018 meeting.

As a state institution, Radford University is governed by its Board of Visitors and by the Commonwealth of Virginia through the State Council of Higher Education for Virginia (SCHEV). Radford University's Board of Visitors first approved a resolution for partnership opportunities in its December 8, 2017 meeting and ratified the resolution for the merger at its February 16, 2018 meeting. Final approval from the Board was granted at its February 15-16, 2019 meeting. Approval from the state, through the General Assembly was secured on

On May 29, 2018, representatives from both institutions had an initial meeting with representatives from the US Department of Education regarding timelines related to Title IV funding, and have been meeting regularly thereafter to ensure that the merger will not interrupt or impact student funding. These timelines are provided.

Both Jefferson College of Health Sciences and Radford University hold regional accreditation with Southern Association of Colleges and Schools (SACSCOC). On February 20, 2018, representatives from the two institutions met with representatives of SACSCOC to clarify the merger process and documentation needed. Several teleconferences have followed to clarify specific questions. The institutions request that the Commission consider this request at its June



2019 meeting and are prepared to implement the change by July 13, 2019 within thirty days of approval, if granted.

In addition to the regional accreditation through SACSCOC, most of Jefferson College of Health Sciences' programs are accredited by discipline specific accrediting agencies. Each of these agencies have been notified of the intent to merge and the appropriate process for that agency is in process. A summary of these actions is provided in the Program Plan Table.

The nursing programs leading to first time licensure are governed by the Virginia Board of Nursing. This agency has also been notified of the intent to merge and the appropriate process is in place.

**Notification to Faculty, Staff, and Students:** Current students, applicants, and accepted students impacted by the merger have been informed and the Registrar's office has finalized plans to transition students from Jefferson College of Health Sciences to Radford University seamlessly during the summer 2019 semester. Faculty and staff from both institutions are well-informed about the merger and many have participated on one or more of the merger planning subcommittees and/or workgroups. As described in Section 6, the Human Resources Subcommittee has determined the impact for each Jefferson College of Health Sciences employee and communicated options related to future employment and benefits.

### **Section 3. Assessment of Need and Program Planning/Approval.**

Briefly discuss the rationale for the change, including an assessment of need; evidence of inclusion of the change in the institution's ongoing planning and evaluation processes; and documentation that faculty and other groups were involved in the review and approval of the change, where appropriate.

**Narrative:** *Briefly discuss the rationale for the change, including an assessment of need.* Faced with the expansion of Carilion Clinic as the premier healthcare provider for the region, the increasing demands of an aging population, and the strains on healthcare brought on by the opioid epidemic, leaders from Carilion Clinic, Jefferson College of Health Sciences, and Radford University convened to decide the best approach to ensure a well-educated healthcare workforce. The conclusion was to combine the resources of Jefferson College and Radford University.

Combining the resources of Jefferson College of Health Sciences and Radford University, in the form of a merger, will expand available resources and the healthcare workforce to meet the needs of the region and state. Each organization will play to its own strengths, and by combining strengths the organization will be greater than the sum of its parts. Moving Jefferson College of Health Sciences under the umbrella of a larger, state university will maximize expertise, and provide programmatic flexibility to the healthcare workforce in Virginia. The merger will allow the faculty and staff members on both campuses to better collaborate for the benefit of students, thereby resulting in enhanced educational opportunities; allowing access to ongoing research; enabling additional collaboration; helping Radford to expand and build upon its robust commitment to community engagement and service; and more effectively meeting the growing need for health care professionals in Virginia.

**Show evidence of inclusion of the change in the institution's ongoing planning and evaluation processes.**

The merger of Jefferson College of Health Sciences into Radford University is congruent with the missions and strategic planning goals of all three entities involved. Carilion Clinic's Vision 2020, a five-year strategic plan, outlined an objective under Workforce of the Future, which stated: "Develop further collaborations with the Edward Via College of Osteopathic Medicine, Radford University, Virginia Tech and Jefferson College of Health Sciences." Jefferson College of Health Sciences' 2014-2018 strategic plan includes a strategic objective to "Actualize strategic relationships and partnerships" which this merger will accomplish. Radford University's strategic plan for 2018-2023 includes four academic excellence goals, including: 1) be a leading institution of higher education in the Commonwealth of Virginia to produce students with a high level of applied learning capabilities for productive professional and personal lives; and 2) garner recognition for signature academic programs in health sciences, healthcare and human services across the lifespan. For a full description of the year-long process, see [www.radford.edu/strategic-plan-process](http://www.radford.edu/strategic-plan-process). Jefferson College of Health Sciences' portfolio of certificate and degree programs, with an emphasis on experiential student learning and enviable career outcomes, support Radford University's strategic goals seamlessly.

***Offer documentation that faculty and other groups were involved in the review and approval of the change, where appropriate.***

Board meetings in early 2018 of Carilion Clinic, Radford University, and Jefferson College of Health Sciences provided the required authorization to proceed to plan a merger of Jefferson College of Health Sciences into Radford University.

On January 18, 2018, at a joint town hall between Carilion Clinic, Jefferson College of Health Sciences and Radford University, the vision of this future was announced to faculty and staff. Shortly thereafter, working groups, representing all three entities began convening to explore the possible forms and functions of this new union. Several subcommittees were formed, each one made up of faculty, staff, and administration from each organization working out the shared future. In the case of Jefferson College of Health Sciences' three associate's degree programs, administrators from Jefferson College and Carilion Clinic also connected with Virginia Western Community College to discuss the eventual move of these programs to its institution.

The Presidents of Radford University and Jefferson College of Health Sciences met with faculty of both institutions to discuss the merger and the implication for faculty and academic programs. A series of open town halls with students, faculty and staff has provided opportunity for communications and dialogue. Other meetings were held to obtain feedback from specific constituents from both institutions. For example, a retreat was held on July 26, 2018, to discuss enrollment management and information technology. The 29 participants included representatives from admissions, financial aid, registrar, billing, finance, and information technology. From this retreat, recommendations for enrollment management workflow were developed and initiated.

In addition to committee meetings and town hall updates, a website has been created to inform students, faculty, and staff of merger activities.



#### **Section 4. Description of the Change.**

Provide a description of the proposed change, including any change in degree-granting authority. Provide an organizational chart for the proposed change. Describe the current governing board and the new governing board, listing the rosters for both. The rosters should provide titles, board members' occupations and affiliations, and current term. Describe the current and proposed authority of the Board and address committees of the Board. Explain the role of current owners/board members in the proposed change. Provide the current and proposed conflict of interest and board dismissal statements. Describe any differences in administrative oversight of programs or services. Describe any new foundations that will be established as the result of the change and the foundation's role in governance, if any. Describe how the change affects current foundations.

**Narrative:** The change proposed in this prospectus is the merger of two SACSCOC member institutions, Jefferson College of Health Sciences and Radford University. After the merger, Radford University will expand its satellite campus in Roanoke, Virginia, to include the programs, services, facilities, and equipment currently held by Jefferson College of Health Sciences.

**Degree Authority:** Jefferson College of Health Sciences is a Level V institution offering programs at the associate's, bachelor's, master's, and doctoral levels. Radford University is a Level V institution offering programs at the bachelor's, master's, and doctoral levels. With this merger, Radford University requests approval at Level I to effectively teach-out Jefferson College of Health Sciences' three associate's degree programs. In approximately five years, once the teach-outs have been completed, Radford intends to request that Level I be removed from its degree authority. A complete description of this request is provided in Section 5.

Additionally, the number of doctoral programs offered by Radford University will increase as a result of the merger. In adherence to SACSCOC policy, Radford will submit a letter requesting approval at Level VI once the merger receives final approval from the Commission.

#### **Organizational Chart**

**Governing Boards:** Jefferson College of Health Sciences is a private institution owned by Carilion Medical Center, which delegates authority to the College's Board of Directors. Authority of the College's Board of Directors is described in its Bylaws. The Bylaws also describe the Board's Committee structure (Article IX, p. 6), conflict of interest statement (Article XIV, p. 7), and guidelines for the removal of Board members (Article III, Section 4, p. 2). The 2018-2019 Roster provides the titles, board members' occupations and affiliations, and term. Once the merger is complete, the Jefferson College Board of Directors will dissolve. Radford University is a state institution and the authority of the Radford University Board of Visitors is determined by the Code of Virginia, as published on the Virginia State Law portal (<https://law.lis.virginia.gov/vacode/title23.1/chapter13/section23.1-1301/>). The Board's Bylaws and Statement of Governance further describe this authority. The Bylaws describe the Board's Committee structure (Section 6, pp. 6-9) and well-established guidelines for the removal of Board members (Section 1.D, p. 2). The conflict of interest statement is defined by the Code of Virginia (§ 2.2-3101. Definitions). The 2018-2019 Roster provides the titles, board members' occupations and affiliations, term, and committee assignments. There will be no changes the Board of Visitors' authority or membership as a result of this merger.

## *Administrative Oversight of Programs and Services*

**Foundations:** The Radford University Foundation will not be impacted by the merger. All assets of the Jefferson College of Health Sciences Education Foundation will be transferred to the Carilion Clinic Foundation, which will continue to award scholarships in keeping with donors' intentions.

**Academic Programs:** All of the academic programs currently offered by Jefferson College of Health Sciences will become a part of Radford University as described below. The Academic Programs and Accreditation Subcommittee was charged with evaluating Jefferson College of Health Sciences' programs and developing a transition plan. A detailed description of how each of Jefferson College of Health Sciences' programs will be transferred to Radford University is provided in the Program Plan Table.

**General Education:** To promote broad and diverse education within the merged institution, the general education programs at both Jefferson College of Health Sciences and Radford University were reviewed by a working group with membership from both institutions. As demonstrated by the provided narrative regarding General Education Recommendations, this group made two overarching recommendations which were then approved by the steering and executive committees. First, they agreed that any students who began their curriculum at Jefferson College of Health Sciences before the merger would fulfill the Radford University Core Curriculum with courses taken prior to the merger through a series of blanket petitions that allow for fulfillment of Core Curriculum requirements with existing transfer equivalencies, degree specific courses, and elective courses. This will mean that the students' plans of study and program progression will not be impacted by the merger. Second, any students who begin in Fall of 2019, after the merger, will take the Radford University Core Curriculum. Each Jefferson College of Health Sciences plan of study has been evaluated and any needed changes in the general education requirements have been made. These will be communicated to students prior to the start of their first semester. This will not add additional credits to the plan of study. Achievement of the general education outcomes identified by Radford University will be assessed as described in Section 11.

**Associate's Degree Programs:** Although Jefferson College of Health Sciences offers three associate's degree programs that will be a part of the merger, Radford University does not have a long term plan to offer associate's degree programs. Therefore, Jefferson College of Health Sciences and Radford University have worked with Virginia Western Community College, located a short distance from the Jefferson College of Health Sciences campus, to assume ownership of two of the programs, Physical Therapist Assistant (PTA) and Surgical Technology (ST). Virginia Western Community College is pursuing the authority to offer these programs with an anticipated approval in 2021. Additionally, Radford University plans to advance the Occupational Therapy Assistant (OTA) program to a bachelor's degree program in 2023, in accordance with the ACOTE resolution (August 2017) to move entry level OTA to a bachelor's degree program. Therefore, with this prospectus, Radford University is seeking approval to offer Level I programs until a final transition for all three programs can be made. Radford University will not continue to offer Level I programs after the teach outs have been completed and will submit a substantive change prospectus to this effect. Details of this request are provided in Section 5.

**Programs Not Previously Offered by Radford University:** Jefferson College of Health Sciences offers eight bachelor's, three master's, and two doctoral programs not previously offered by Radford University. These programs will move to Radford University with little change outside of the changes made to the general education requirements, as described above. Other coursework required in the curriculum will be added to Radford's offerings and will not be changed as a result of the merger. All but two of the programs will join Radford University's Waldron College of Health and Human Services. The Biomedical Sciences and Medical Laboratory Science programs will become a part of Radford University's Artis College of Science and Technology. All programs will be offered on the Roanoke satellite campus.

**Programs Previously Offered by Both Institutions:** Jefferson College of Health Sciences and Radford University both offered undergraduate and graduate nursing courses and graduate occupational therapy courses before the merger. The faculty from both institutions have worked together and determined that the Jefferson College of Health Sciences curricula will be taught out and the Radford University curricula for these programs implemented, with some minor changes. It is planned that these programs will continue to be offered at both campuses.

**Impact on Other Radford University Programs:** Radford University has offered the Doctor of Physical Therapy program on the Jefferson College of Health Sciences campus since its inception in 2011. No direct impact on this program is anticipated; however, students and faculty will benefit from the synergies anticipated as the Jefferson College of Health Sciences campus becomes a part of Radford University's Roanoke Satellite Campus. Jefferson College of Health Sciences' programs in Biomedical Sciences and Medical Laboratory Science will join Radford University's Artis College of Science and Technology, which has previously offered a Bachelor of Science in Biology. It is anticipated that the merger will enhance the offerings of all three programs.

**Humanities and Social Sciences Faculty:** Jefferson College of Health Sciences' Humanities and Social Sciences faculty are responsible for offering general education courses that serve as the foundation for all degree programs. These faculty will join the Radford University programs appropriate for their respective disciplines. They will continue to offer general education courses from Radford University's Roanoke Satellite Campus.

### **Section 5. Level I.**

Describe the rationale for the request to add Level I to Radford University's accreditation. Changes to the mission to accommodate level 1 are described in Section 2 of this prospectus. Educational support services are discussed in Section 8. List and describe the new programs including:

- a. Admission requirements;
- b. Completion requirements;
- c. Curriculum and program oversight;
- d. Mode of instructional delivery;
- e. Means for evaluating student achievement;
- f. Faculty and administrative personnel;
- g. Financial resources; and
- h. Physical resources.

**Narrative: Rationale and Need**

Although Radford University has not previously offered associate's degree programs, Jefferson College of Health Sciences has a long history of successfully educating students with the associate's degree and currently offers three associate's degree programs, the Associate of Applied Science in Surgical Technology (ST), the Associate of Science in Physical Therapist Assistant (PTA), and the Associate of Applied Science in Occupational Therapy Assistant (OTA). Both institutions are committed to ensuring that these programs continue to operate after the merger so that currently enrolled students will be able to complete their programs of study and will not be disadvantaged by the merger. Additionally, these programs fill an important regional need for its graduates, with Alumni Surveys demonstrating that 96.4% of their graduates employed in their fields within six months of graduation. Faculty and staff employed will be maintained to continue the programs without interruption. Therefore, Radford University requests approval at Level 1 so that the current programs can be taught out and appropriate transitions can be made.

Virginia Western Community College, located only a few miles from the Jefferson College of Health Sciences' campus in Roanoke, Virginia, has received approval from SCHEV to initiate two of these programs, ST and PTA, on their campus. Virginia Western Community College is working with the programs' respective accrediting bodies, the Accreditation Review Council on Education in Surgical Technology and Surgical Assisting (ARC/STSA) through the Commission on Accreditation of Allied Health Education Programs (CAAHEP) and the Commission on Accreditation in Physical Therapy Education American Physical Therapy Association (CAPTE), to develop an appropriate timeline for program transition.

Virginia Western Community College anticipates approval to admit students to the ST program in Fall 2020 and to the PTA program in Fall 2021. Therefore, Radford University proposes to offer these programs as they now exist with a planned teach out to move the ST program to Virginia Western Community College in Fall 2020 and the PTA program in Fall 2021. Representatives from Virginia Western Community College have participated in planning meetings with Jefferson College of Health Sciences, Radford University, and SACSCOC to clarify the process for the transition. As the final dates and plans are completed, Radford University will submit a formal substantive change describing the teach-out plan and Virginia Western Community College will submit a substantive change proposal to add them to their programs.

The third associate's degree program is the OTA program, which is accredited by the Accreditation Council for Occupational Therapy Education (ACOTE). This organization has mandated that the entry-level degree for the OTA move to the bachelor's degree program level by 2027. Therefore, Radford proposes to adopt the Associate of Applied Science program as it now exists and transition it into a bachelor's degree program by 2025.

Once the three programs have completed their transitions, Radford will submit a substantive change prospectus to request removal of Level 1.

**Mission:** As described in Section 2, Radford University reviewed its mission and broadened it to include all undergraduate students, thus ensuring that the Level 1 programs are included in its mission.

**Educational Programs:** No substantive changes are planned to the three educational programs as a result of the merger. Radford University has reviewed their existing admissions requirements, completion requirements, curriculum and program oversight, instructional delivery method, and the means for evaluating student outcomes. Because these reflect high standards of educational excellence and because they meet the standards of SACSCOC and their respective professional accrediting organizations, Radford University will adopt them unchanged.

- A. *Admission Requirements.* Admissions to these programs is competitive and Radford University will adopt the existing admission requirements for all three programs.
- B. *Policies for Evaluating, Awarding, and Accepting Credit.*
- C. *Completion Requirements.* The plans of study for the ST, PTA, and OTA programs are provided. The course prefixes and numbers for the discipline specific courses have changes to ensure adherence to the Radford University scheme for assigning course prefixes and numbers, but no change to the content has been made. General education requirements have been changed to reflect Radford University requirements. As is current practice, these courses will be the same as those offered to bachelor's degree program students.
- D. *Mode of Instructional Delivery.* All three programs are delivered in a traditional, on campus format. Additionally, experiential and clinical courses provide students with the opportunity to master the skills required for each profession under supervision in active practice sites.
- E. *Evaluation of Student Achievement.*
- F. *Faculty and Administration.* As demonstrated on the Organization Chart, all three programs will join the Waldron College of Health and Human Services under the administration of Dr. Kenneth Cox and the Waldron College of Health and Human Services academic administrators. The OTA program will join the Department of Occupational Therapy, which is chaired by Interim Department Chair Sarah Smidt. The Program Director will be Ave Mitta, MS, OR/L, who is the current program administrator. The PTA program will join the Department of Physical Therapy, chaired by Brent Harper, DPT,PT. The ST program will join the Department of Clinical Health Professions, chaired by Chase Poulsen, PhD, RT. The Program Director will be Rebecca Duff, DHSc, PTA, who is the current program administrator. The ST program will join the Department of Clinical Health Professions, chaired by Chase Poulsen, PhD, RT. The program Director (need title) will be Tami Jones, AAS, CST. The faculty roster form is provided and includes qualifications of faculty teaching in these programs and the courses planned for them to teach in Fall 2019, Spring 2020, and Summer 2020.
- G. *Financial Resources Need.*
- H. *Physical Resources.* As described in Section 9, these programs will continue to use the same classrooms, offices, and professional lab spaces currently utilized.

## **Section 6. Faculty.**

Provide a narrative with supporting evidence that the number of full-time faculty members is adequate to support programs. Describe the impact of the proposed change on faculty and faculty workload. If the institution is merging with a non-SACSCOC institution, provide a complete roster (using the Faculty Roster form at [www.sacscoc.org](http://www.sacscoc.org) under "Substantive Changes") of the non-SACSCOC faculty to be added to the institution's faculty, including a description of those faculty members' academic qualifications and other experiences relevant



to the courses to be taught. NOTE: Depending on the nature of the substantive change, it may be appropriate to provide additional faculty details.

**Narrative:** As described in Section 4, all of the programs currently offered by Jefferson College of Health Sciences will be offered by Radford University after the merger. Enrollment in these programs is anticipated to be stable. Therefore, Radford University has provided all Jefferson College of Health Sciences faculty with an official “intent to hire” letter thus ensuring that the number of full-time faculty members continues to be adequate to support the programs. A table providing the program, number of students enrolled, and number of faculty is provided.

Because Jefferson College of Health Sciences is a SACSCOC institution, all faculty are academically and experientially qualified to teach their assigned courses. Because Radford University is requesting approval to offer degrees at Level 1, a complete roster is provided for those faculty in Section 5.

All Radford University faculty, including faculty from the merger, are governed by Radford University’s Teaching and Research Faculty Handbook. The Faculty Senate is responsible for forwarding proposed revisions of the Handbook to the University President, who in turn forwards the Faculty Senate’s recommendations, along with his or her own recommendations, to the Board of Visitors for approval.

The Teaching and Research Faculty Handbook describes two classifications for faculty: Teaching and Research Faculty and Administrative and Professional Faculty. Teaching and Research Faculty may be tenured, on a tenure-track, or special purpose. Jefferson College of Health Sciences does not offer a tenure track; however, Radford University has evaluated faculty qualifications and has offered tenure and tenure track positions to a proportion of qualified faculty roughly equivalent to the proportion of faculty holding such positions on the main campus. The remainder of the faculty will move into a Special Purpose Faculty role. As described by the Teaching and Research Faculty Handbook, special purpose faculty hold continuing, full-time or part-time appointments and are subject for annual reappointment. These appointments carry rank with opportunity for promotion and carry benefits.

The Radford University faculty workload will apply to all faculty. Each department uses the broad university policy to determine an appropriate workload for its faculty, considering any special circumstances such as clinical instruction. Faculty from Jefferson College of Health Sciences will follow the Jefferson College of Health Sciences workload policy for the first year, until the new departments have had the opportunity to develop their specific policies. The ultimate impact of these changes are anticipated to be small.

Faculty Governance is outlined in the Teaching and Research Faculty Handbook

### **Section 7. Library and Learning Resources.**

As appropriate to the change, describe library and learning resources, in general as well as specific to the program, site, or institution, as warranted. Describe the staffing and services in place to support the change. If reliant upon other libraries, describe those collections and their relevance to the proposed change and include a copy of formal agreements in the appendix. Relative to electronic resources, describe how students and faculty will access information, training for faculty and students in the use of online resources, and staffing and services available to students and faculty. If citing electronic databases accessed through consortia or

statewide groups, please describe the discipline-specific suites of resources and not just the name of the consortium (such as Viva, Tex-Share, Galileo, Louis, etc.).

**Narrative:** Radford libraries will provide and support student and faculty access and user privileges to adequate library collections, learning/information resources, and services on both the Radford and Roanoke campuses. By leveraging the physical assets of both campus libraries, students, faculty, and staff will benefit from enhanced collections, resources, and services sufficient to support all education, research and service components of the curriculum and the scholarly activity of the faculty.

Equal access to resources and services will be extended to students at both locations with both campus libraries uniting collaboratively as one working library. Library users will access holdings using Radford's more robust WorldShare integrated library system. Online access to resources will be via Radford's proxy IP authentication system. The libraries on both campuses will participate in interlibrary loan through the ILLIAD system. Resources specific to the disciplines impacted by the merger are described in Library Resources . These resources are obtained primarily through the Virtual Library of Virginia (VIVA).

Administrative policies and procedures will be aligned across the Radford libraries, which will assist with streamlining workflow and eliminating redundancies. The libraries' websites will be managed under one web team to provide stability and facilitate communication between locations. Resources such as LibGuides (online subject and course-specific web pages that can include tutorials and videos) and electronic chat reference will be used on both campuses to connect faculty, students, and librarians.

Staffing for the libraries will not change. Specific to the Roanoke campus, 4 FTE professional health sciences librarians provide reference, instruction, outreach, and online technology support. There is also one FTE technical services paraprofessional and one .8 FTE circulation coordinator. Jefferson College of Health Sciences Print Collections and reserves will remain in Roanoke and be migrated into McConnell Library's ILS Worldshare Management System.

Hours of operation on the Roanoke campus will be Monday-Thursday, 7:30am to 8pm; Friday, 7:30am to 5pm; Saturday, closed; and Sunday, 1pm to 6pm.

**Training:** Library staff serve as a learning resource to facilitate the access of information through assistance and instruction. Incoming students receive an overview of the Library and its services as part of new student orientation, regardless of their campus. Bibliographic instruction is also provided to students, faculty and staff on the use of the new ILS and proxy server. Classes familiarize users with the types of materials available in their field and how to use electronic resources effectively. Faculty may also request group classes that focus on select aspects of conducting library research.

**Learning Resources:** Radford University and Jefferson College of Health Sciences both currently provide Respondus Lockdown Browser and Respondus Monitor as tools to help ensure the integrity of online assessments. Radford University currently uses TurnItIn and Jefferson College of Health Sciences currently uses SafeAssign as a tool for plagiarism detection. Jefferson College of Health Sciences currently uses Blackboard as their learning management system. After the merger, Jefferson College of Health Sciences courses will

migrate to Desire 2 Learn and have access to Respondus Lockdown Browser, Respondus Monitor and TurnItIn to help ensure academic integrity.

**Authentication:** Radford University implemented DUO two factor authentication in the Fall of 2018 as a mechanism to validate the identity of a student. This will require users to validate their identity through a smartphone, code or security token when they login to access web services including the Desire 2 Learn learning management system and will be used for students on the Radford and Roanoke campuses after the merger.

**Section 8. Student Support Services.**

Provide a description of student support programs, services, and activities—general as well as specific to the change—in place to support the change.

**Narrative:** Radford University provides a wide range of student services, programs, and activities consistent with its mission to empower students from diverse backgrounds by providing transformative educational experiences. This is accomplished through the collaborative efforts of numerous departments within the Divisions of Academic Affairs, Student Affairs, and Enrollment Management. These services will be available to students directly on the Roanoke Satellite Campus, online, or by visiting the main campus in Radford, Virginia in person or via technology. A list of available services are provided below with full descriptions in the provided.

<b>Academic Support Services</b>	<b>Roanoke Campus</b>	<b>Main Campus</b>
Academic Advising	X	X
Accessibility Services	X	X
Center for Career and Talent Development	X	X
Center for Innovative Teaching and Learning (Instructional Design)	X	X
Honors College	X	X
International Education Center	X	X
Harvey Knowledge Center (Learning Resources)	X	X
Living/Learning Communities	X	X
Making and Innovation	X	X
McConnell Library	X	X
New Student and Family Services	X	X
Office of Undergraduate Research and Scholarship	X	X
Starfish Retention Solution	X	X
Technology Assistance Center	X	X



<b>Personal, Social and Cultural Support Services</b>	<b>Roanoke Campus</b>	<b>Main Campus</b>
Citizen Leader	X	X
Crisis Intervention Team	X	X
Dean of Students Services	X	X
Diversity and Inclusion	X	X
Greek Life	X	X
Helping Eradicate Homelessness through Resource Opportunities and Supplies (HEHROS)	X	X
Housing and Residential Life	X	X
Institutional Equity	X	X
Rape Aggression Defense System	X	X
Services for Military Veterans	X	X
Student Counseling Services	X	X
Student Government Association	X	X
Student Health Services	X	X
Student Recreation and Wellness	X	X
Student Standards and Conduct	X	X
Substance Abuse and Violence Education Support Services	X	X
<b>Other Support Services</b>	<b>Roanoke Campus</b>	<b>Main Campus</b>
Financial Aid Office	X	X
Police/Security	X	X
Registrar's Office	X	X
Student Orientation	X	X
Undergraduate and Graduate Admissions	X	X

**Services for Online/Distance Education Students:** Radford University is committed to providing equal services for online students. Services are available electronically and through telephone or teleconferencing as needed.

**Section 9. Physical Resources.**

Provide a description of physical facilities and equipment to support the change. Assess the impact the proposed change will have on physical resources, facilities, and equipment.

**Narrative:** Upon execution of the merger, Radford University's Roanoke Campus will include the instructional space that is currently leased by the University in Roanoke and the instructional and residential spaces (previously leased and occupied by Jefferson College of Health Sciences. These spaces are all located within a one mile of each other in downtown Roanoke and include:

- **Roanoke Higher Education Center (RHEC)** - Radford University currently leases and occupies approximately 18,000 square feet of instructional and office space from the Roanoke Higher Education Center.
- **Carilion Roanoke Community Hospital** - Jefferson College of Health Sciences currently leases and occupies approximately 171,000 square feet of instructional and office space from Carilion Medical Center.
- **Patrick Henry Building** - Jefferson College of Health Sciences currently leases approximately 39,000 square feet of student residential space at the Patrick Henry Building.

**Instructional Space:** Radford University currently leases 18,049 square feet at the Roanoke Higher Education Center to provide undergraduate instruction in Criminal Justice, Nursing, Social Work, Interdisciplinary Studies in Elementary Education, and graduate instruction in Business Administration, Criminal Justice, Education-Concentration in Math Education, Educational Leadership, Social Work, and the Doctorate in Nursing Practice.

The leased space consists of classrooms, seminar rooms, a computer classroom, offices, simulation lab, and AV storage. Of the total leased space, 6,641 square feet are dedicated to the University's Clinical Simulation Center. The Center provides a hands-on experiential learning for nursing students located on the Roanoke campus as well as for students from Patrick Henry Community College. The simulation center includes various hospital and home setting environments allowing for both high fidelity and low fidelity student engagement. The University also operates another Clinical Simulation Center located in Cook Hall, on the main Radford campus.

In addition to the RHEC space, Radford will assume the lease for approximately 171,000 square feet of building space located in Carilion Roanoke Community Hospital (CRCH). This is the space currently occupied by Jefferson College of Health Sciences, which is the primary occupant of the building and was completely renovated in 2005, when Jefferson College of Health Sciences moved into the building. Purpose built classrooms, science laboratories, clinical laboratories, student commons, conference rooms, computer labs, and library facilities were included in the renovation. The building contains eight conference rooms, 15 classrooms seating 15-90 students, and eight science laboratories for chemistry, microbiology, physics, and anatomy and physiology. The space includes ten professional skills laboratories which will be maintained, along with their equipment (Professional Skills Laboratories) as necessary to maintain standards required by their specific professional accreditation bodies. Administration, student support services, faculty offices, and a recently remodeled fitness center are also located within the building. The dining facility is located on the 4th floor and provides hot meals for breakfast and lunch. There is an eight-floor parking garage connected to the main campus building and additional surface parking lots available in several adjacent areas. Classrooms, lecture rooms, faculty and staff offices, and student support services are located on floors 1, 2, 3, 4, 5, 6, 8, 9, and 10 of the building.

In addition to these resources, in the spring of 2015, Jefferson College of Health Sciences, Radford University and the Virginia Tech Carilion School of Medicine opened the Virginia Intercollegiate Anatomy Lab (VIAL) located on the 8th floor of Jefferson College of Health Sciences. The finished VIAL space hosts approximately 8,000 square feet of laboratory, classroom and storage space, including a 2,816 square foot laboratory that accommodates 15 separate stations that can be used to teach large anatomy laboratory sections of up to 60 students

(four students per cadaver) or multiple small sections. The space includes a cadaveric dissection laboratory, a state-of-the-art classroom/briefing room, a cool-temperature storage facility, and office space for faculty and staff.

**Residential Space:** Radford University is assuming the lease for the residence hall (Patrick Henry) currently occupied by Jefferson College of Health Sciences. This space is located two blocks from Carilion Roanoke Community Hospital within the privately-owned Patrick Henry Building. This property was completely renovated and reopened in 2011 as a multipurpose building of both residential and commercial spaces.

The University's space includes 55 units are located on floors 3, 4, 5, and 6 and can house up to 147 resident students through a lease agreement with the Patrick Henry. Current occupancy rates range from 100 - 120 students per year. Apartments include studio, one bedroom, and two bedroom options. Each apartment includes amenities such as a washer/dryer, kitchen, individual bathrooms, cable, and Internet. The Patrick Henry also features a fitness center, common space, and a ballroom that is used for special events. The University's floors are monitored via closed-circuit, security cameras by Carilion police and are locked 24/7. Students must use a proximate card to gain entry to the University floors from both the elevators and stairwells. The University offers campus safety escorts, upon request, from the main campus to the Patrick Henry, which is two blocks away.

**Network Infrastructure:** Carilion Clinic has a robust IT staff in the Roanoke area and manages IT support for a number of areas within the CRCH building. As part of this lease, Carilion Clinic will continue to maintain the network wiring and switches within the building. This includes both wired and wireless connectivity. These connections will be terminated into a telecommunications room within the building that will be managed by Radford University. This will provide Radford with the ability to manage IT security and external connectivity for the Roanoke campus. A new Internet connection as well as a dedicated VLAN to the Radford campus will be installed to provide high speed Internet connectivity and access to resources on the main Radford campus.

**Telephone System:** Carilion Clinic currently manages an Avaya telephone system and provides telephone service to the CRCH building. Initially, Carilion Clinic will continue to maintain the phones used by faculty and staff in the CRCH building. This will allow a seamless transition without disruption to phone numbers and staff processes. Documentation and training will be provided for Roanoke staff on how to transfer calls to the Radford campus when necessary. This telephone arrangement will be re-evaluated after year one to determine if this system is meeting the business needs of the University.

**IT for Computers, Classrooms, Labs, and AV Equipment:** Ownership of the existing Jefferson College of Health Sciences assets including computers, AV equipment and printers will be transferred to Radford University. This will allow Radford to use assets already in place to support the Roanoke campus. Existing assets will be incorporated into the same lifecycle replacement schedule used on the Radford campus. Radford will re-image each of the computers based on Radford's license agreements to be sure Carilion Clinic software and licenses are no longer being used. Radford University and Carilion Clinic will work with Dell to transfer remaining warranty coverage to Radford for these assets.

All of the instructional spaces currently include AV equipment and other technology to meet the instructional needs of the institution. This equipment will remain in place. Maintenance and support of this equipment will become the responsibility of the Radford Division of Information Technology.

**IT Security and Privacy:** Radford University is committed to the privacy and security of student and institutional data. The Radford Division of Information Technology maintains standards, policies and procedures to maintain appropriate oversight over systems and information. Radford will expand the use of IT security tools to the Roanoke campus including the installation of a firewall and Intrusion Prevention System (IPS), adding Cisco Umbrella DNS protection, using DUO 2 factor authentication and requiring Roanoke faculty and staff to complete annual IT security awareness training.

**Door Access:** The security of students on the Roanoke campus is critically important. The Carilion Police Department will manage door access within the CRCH building. The appropriate Radford University staff will be given access to add and remove students, faculty and staff from this system based on current enrollments. The Carilion Police Department will also manage a separate instance of the Everbridge emergency alert system and will be able to push emergency alerts to Roanoke students, faculty, and staff who sign up for these alerts. Students, faculty, and staff will also be able to enroll in the Radford Campus emergency alert system Blackboard Alert.

**Safety Infrastructure:** The main entrance of the CRCH building (3rd floor) is staffed 24 hours a day by either a Guest Services staff member or a Carilion Police or Security officer. These individuals greet and direct visitors to the appropriate offices or departments on the premise. The campus is also routinely patrolled by a member of the Carilion Police Department. Jefferson College of Health Sciences also employs a system of restricted access points throughout the building which restricts access to College-occupied space to those with a College-issued identification badge and proxy card. In addition to these safety measures, each floor of the College's main campus building, each floor of the parking garage, and all exits and entrance points are monitored via closed-circuit, pan/zoom security cameras.

## **Section 10. Financial Support.**

Provide a business plan including:

- a. Description of the financial transaction and the effect the transaction has on the net assets of all the institutions or entities involved. In addition, specifically provide details regarding each of the following: (1) liabilities, (2) transfer of assets, (3) future contractual obligations, (4) existing contracts, (5) charitable contributions generated or involved with the transaction, and (6) any other significant factor that will impact financial or physical resources;
- b. Description of financial resources to support the change, including a budget for the first year;
- c. Projected revenues and expenditures and cash flow;
- d. Amount of resources going to institutions or organizations for contractual or support services;
- e. Operational, management, and physical resources available for the change; and
- f. Contingency plan in case expected resources do not materialize or costs exceed projections.

As part of the prospectus, the institution is required to submit financial audit reports and management letters for the two most recent fiscal years, and include its most recent financial aid audit. The most recent year is defined as the fiscal year ending immediately prior to the submission of the prospectus. For a merger/consolidation, acquisition, or change of ownership, the participating institution(s) or entity(ies) are also required to provide the audits as described above. In addition, the institution is required to include a statement of financial position of unrestricted net assets, exclusive of plant assets and plant-related debt, which represents the change in unrestricted net assets attributable to operations for the most recent year.

Include a copy of the institution's Pre-Acquisition Application submitted to the United States Department of Education, if appropriate for the change, and all documents/correspondence from the institution to the United States Department of Education and from United States Department of Education to the institution pertaining to the reporting of the change.

**Narrative:** The merger of Jefferson College of Health Sciences, a division of Carilion Medical Center (CMC), a subsidiary of Carilion Clinic, into Radford University will be structured as an asset transfer. Upon merger, Radford University will assume all assets and liabilities of Jefferson College of Health Sciences from Carilion Clinic starting with the Fall 2019 semester. No exchange transaction will occur associated with the merger.

Jefferson College of Health Sciences does not have long-term liabilities; therefore only current liabilities associated with Fall Semester 2019 will be transferred to Radford University. Any liabilities, specifically identified for the 2019 summer session, will remain with Carilion Clinic. Payroll liabilities for calendar year employees will accrue to Radford University upon the merger date (estimated mid-July 2019), with payroll liabilities for academic year employees transferring August 10, 2019. No liabilities related to Carilion Clinic's pension plan will transfer to Radford University.

Upon the merger date, ownership of all Jefferson College of Health Sciences assets, which is primarily moveable equipment, will transfer to Radford University. The book value of said assets is estimated at \$800,000. Radford University will record the transferred assets at current Jefferson College of Health Sciences book value. Any future maintenance of the transferred assets will be the responsibility of Radford University. Jefferson College of Health Sciences currently has some clinical equipment that is maintained by Carilion Clinic as part of their preventive maintenance program. Any services that Carilion Clinic is willing to continue to provide, and that are deemed beneficial to Radford University in the future, will be negotiated as a separate agreement.

Jefferson College of Health Sciences leases space from its parent company, Carilion Clinic, and does not have any long-term debt or substantial future obligations that would transfer to Radford University at the time of merger.

Currently, there are over 400 Jefferson College of Health Sciences contractual agreements being reviewed. The review consists of analyzing which services will still be necessary, which services will be covered under existing Radford University agreements, and reviewing renewal periods for extensions as needed. Contract attrition will take place over the first few years until Radford University is fully operational in the new environment.

Jefferson College of Health Sciences endowments are primarily structured as restricted endowments designated for scholarships, and will continue to be managed by the Carilion Clinic Foundation. The proceeds will continue to be distributed to students enrolled at the Roanoke Campus based on donor and endowment agreements. Any new donations in support of the Roanoke Campus will be received and managed by the Radford University Foundation.

Jefferson College of Health Sciences is currently a financially stable, self-supporting division of Carilion Medical Center, a subsidiary of Carilion Clinic. Annually, Jefferson College of Health Sciences is able to cover its direct expenses, and provide a substantial amount of returned support to its parent company, Carilion Clinic, to cover indirect support costs. Although Radford University does not anticipate a need for additional resources related to the merger, the university's prudent use of resources and low debt has positioned the institution for financial security well into the future. The Higher Education Comparative Report 2017 issued by the Commonwealth's Auditor of Public Accounts, shows several key ratios that further demonstrates Radford University's financial health. As an example, the primary ratio, which measures the financial strength of an institution by comparing expendable net position to total expenses, shows Radford University at 0.45, which is 0.05 higher than the accepted benchmark. This outcome is driven by Radford University's low debt levels and high liquid assets, which is demonstrated by cash, cash equivalents, and investments representing 22.6 percent of its total assets. Radford University's cash reserves also have a significant impact on Radford University's viability ratio, which is 1.65. Additionally, Radford University's CFI is 2.9, further demonstrating strong financial health.

The preliminary budget shows revenues are estimated to decrease by 1.3% due to conservative enrollment projections in the first year post-merger. The decrease in Personal Services and related increase in Non-Personal Services is primarily reflective of changes in employment status for support staff that will be included in the lease (need attachment) agreement, such as security officers. Any positive net cash flow from E&G operations will be treated as returned support back to Radford University to offset centrally funded operational costs, (Accounting, Human Resources, Information Technology, etc.), as well as funding for future strategic goals of the university.

The chart presented in Attachment 1 illustrates the combining of revenues, expenditures, and net cash flows approved for both institutions in FY2019 and projected for FY2020. The tables show, the budgets are balanced, as required by each governing board for both fiscal years.

The FY2019 budget assumes that enrollment projections for each institution will be realized and that enrollment headcounts may decrease slightly for the Roanoke Campus population for FY2020. The anticipated post-merger decline in enrollment is a conservative estimate and results in slightly lower tuition and fee revenues for FY2020.

Radford University and Carilion Clinic will enter into a lease for the current Jefferson College of Health Sciences space in the Community Hospital facility. All future maintenance of Community Hospital leased space will be provided for in the lease agreement. This agreement will provide for security, parking, utilities, IT and phone infrastructure, custodial, and all property maintenance.



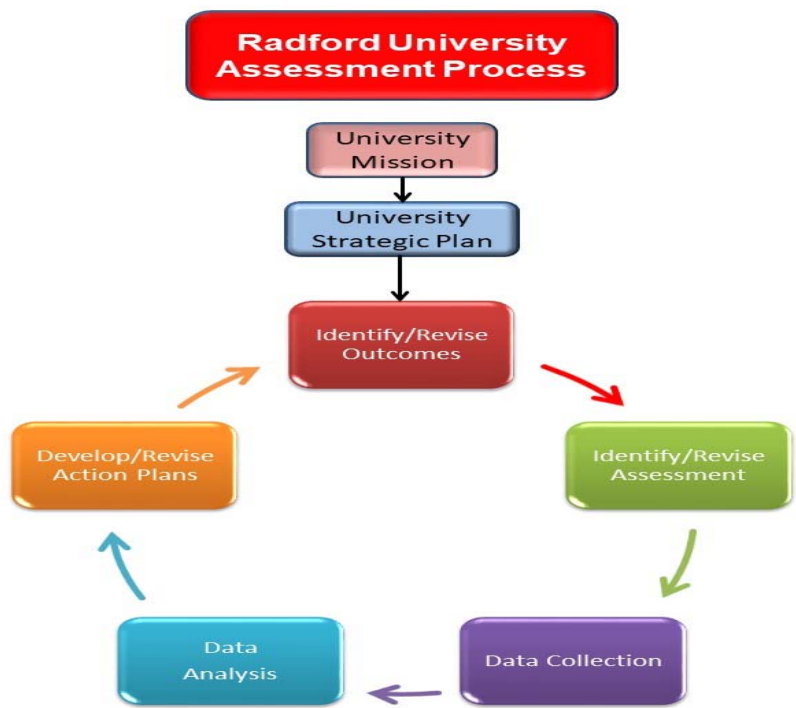
In addition to the facility services provided for under the lease with Carilion Clinic, all administrative and management functions formerly provided by Carilion Clinic will be absorbed by existing Radford University resources. Jefferson College of Health Sciences operational management will transfer to Radford University as part of the merger, and will continue to support the institution.

Radford University fully anticipates that the Roanoke Operations will be successful and continue to grow as a premier provider of Health Sciences Education in the Commonwealth. To be financially prudent, a contingency plan has been developed in the event that financial results are not as favorable as predicted. As a self-supporting unit within Radford University, any shortfall in revenues or increase in costs would need to be absorbed or through the elimination of services.

**Section 11. Evaluation and Assessment.**

Describe how the institution assesses overall institutional effectiveness and the means used to monitor and ensure the quality of the changes. Summarize procedures for systematic evaluation of instructional results, including the process for monitoring and evaluating programs and using the results of evaluation to improve institutional programs, services, and operations. Explain how the change has or will affect the institution’s strategic planning including the development of campus master plans.

**Narrative:** Radford University has a systematic process for assessing institutional effectiveness and uses the analysis of the findings to improve the quality of programs, services and processes across the institution. This process is integrated across the University in both the academic and non-academic services and operations in support of the University's mission and strategic plan.



This process has been carefully reviewed and revised, as necessary, as part of the merger integration. Once the merger occurs and Jefferson College of Health Sciences becomes a part of Radford University, it will be part of the systematic assessment process described below.

**Strategic Planning Evaluation and Assessment:** Radford University 2018-2023 Strategic Plan, Embracing the Tradition and Envisioning the Future, identifies six institutional goals (Academic Excellence and Research, Brand Identity, Economic Development and Community Partnerships, Philanthropic Giving and Alumni Engagement, Strategic Enrollment Growth, and Student Success. Institutional goals and their corresponding key performance indicators are assessed once a year and reported to the campus community in the Radford University's Annual Report.

**Administrative and Student Support Services Planning and Assessment:** Radford University identifies expected outcomes, assesses the extent to which it achieves those outcomes, analyzes the results, and makes improvements based on the analysis in all administrative and student support services. Each operational unit is responsible for identifying outcomes annually that reflect the highest priorities for that assessment cycle, sets targets for each outcome, assesses the degree by which each are met, and makes appropriate changes to demonstrate continuous improvement in operations. (See example reports: Human Resources; Institutional Research; McConnell Library; Teaching Resource Center; University Police). The new offices and departments developed as a result of the merger will align with the current system in place.

**Academic Program Assessment:** Radford University is committed to ensuring that each academic program is engaged in programmatic and student learning outcomes assessment processes that lead to the continuous improvement of our academic programs. These assessment processes are central to informing decisions with the goal of strengthening student learning.

Academic programs are reviewed every five years by the Academic Program Review Committee and annually through program assessment. The five-year review process is a comprehensive review analyzing program and student trends, curricular integrity, and any additional data available that can aid in the analysis (see example report, Counselor Education and Human Development (MS). Jefferson College of Health Sciences' academic review process is similar to Radford University's as programs that did not have an external professional accrediting body were scheduled for review every five years. Once the merger takes place, programs from the former Jefferson College of Health Sciences will be integrated into the Radford University program review schedule based on the dates of their previous reviews.

Program level assessment evaluates the achievement of identified student learning outcomes and uses this data to make improvements to the program (see example reports: Nursing (BSN); Philosophy and Religious Studies (BA/BS). Reports are submitted annually through TK20. Following the merger, former Jefferson College of Health Sciences academic programs will continue to assess their programs using their established assessment plans and submit their annual reports using the Radford University's TK20 assessment software system.

**General Education Assessment:** Achievement of institutional student learning outcomes involves direct assessment using the Collegiate Learning Assessment (CLA+) and submitted artifacts from general education courses. The general education curriculum is divided into two



key areas: University Core (A and B) and College Core. The University Core places a clear emphasis on the competencies central to a liberal arts education for the modern world. The centerpiece of this program is a common, interdisciplinary experience for all students in Core Foundations. In this required four-course sequence (12 hours), students must demonstrate competencies rooted in the principles of grammar, logic, and rhetoric – the classic education known as the trivium. The University Core also includes five required courses (16 hours) in Core Skills and Knowledge that introduce students to the primary branches of knowledge: Mathematical Sciences, Natural Sciences, Humanities, Visual and Performing Arts, and Social and Behavioral Sciences (General Education Assessment Results). The College Core (6 hours) addresses national and international perspectives. Recommendations for curricular improvements based on analysis data is completed every three year by the Core Curriculum Advisory Committee which is a committee of the Faculty Senate. Examples of the changes made to the general education curriculum as a result of assessment include developing a student handbook of shared readings, providing additional training workshops for instructors teaching Core A, revising rubrics to improve clarity as a result of feedback from raters, and formulating a general education task for to review Radford University's delivery and instruction in general education for higher student success.

The CLA + tool is a nationally normed instrument designed to measure student achievement of learning in both critical thinking and written communication skills. The assessment tool, established by the Council for Aid to Education (CAE), is nationally recognized and is used by more than 800 institutions across the U.S. and overseas. The CLA+ results are a powerful tool for assessing students' critical-thinking and written communication skills; for measuring growth on these skills; and for determining how Radford University compares to other colleges and universities participating in the CLA+ (CLA+ 2018 Results).

Jefferson College of Health Sciences will continue to use its current process for assessing achievement of institutional student learning outcomes until the merger is finalized. Students enrolling in undergraduate programs as freshman for Fall 2019 will begin to take the Radford University's core curriculum and achievement of student learning outcomes will be measured using Radford University's process.

**Substantive Change Impact:** There will not be any significant changes in the planning and assessment process for Radford University. All academic programs on the Roanoke Campus will be integrated into existing Colleges within the University's system (need Chart). One area of synergy identified early in the process is that both institutions use TK20 as their primary assessment software system. Jefferson College of Health Sciences had implemented use of TK20 for their assessment, and strategic planning approximately 4 years prior. Radford University has implemented its use in some areas, but not all. Radford University plans to utilize some of the forms and processes developed at Jefferson College of Health Sciences and is integrating use of TK20 across all operational areas.

As indicated in the above content, the offices and departments created as part of the merger will integrate into Radford University's overall planning and assessment process effective Fall 2019. Academic programs curriculum will reflect the Radford University Core Curriculum for those entering as freshman in Fall 2019. Assessment of achievement of those learning outcomes will start with that particular class.

**Section 12. Appendices.**

Provide copies of documents appropriate to the change. For a merger/consolidation or an acquisition, the prospectus must include a complete list of all off-campus instructional sites including branch campuses that will exist after the merger/consolidation or acquisition; a template with instructions is provided on the following pages.

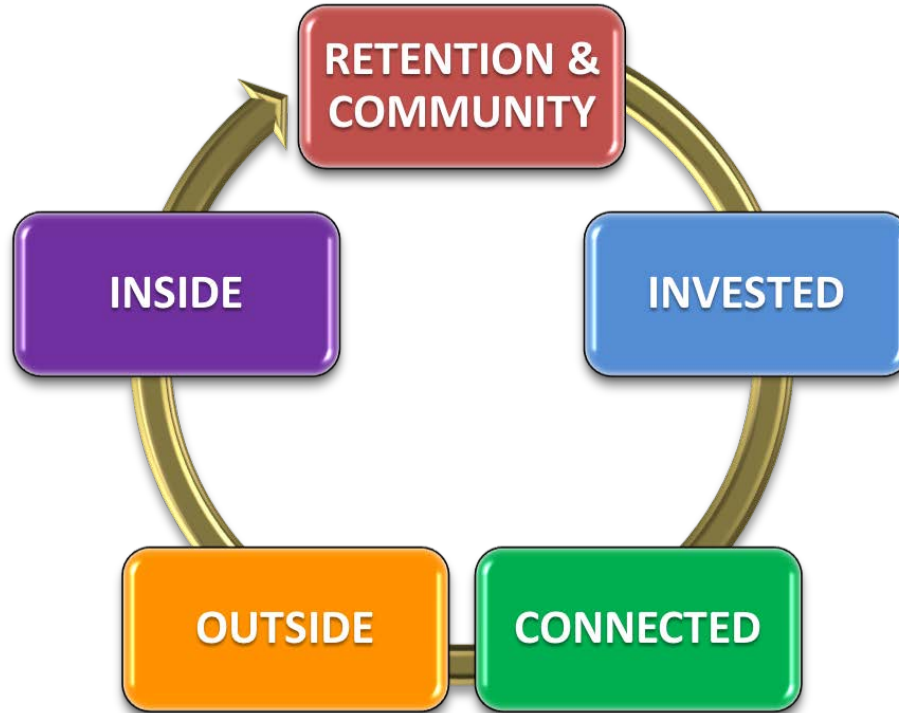
**Narrative:** This appendix will be a form provided by SACSCOC to be completed.

# Student Representative Report

RADFORD  
UNIVERSITY

# Vision and Mission

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# Building Community

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# Further Action

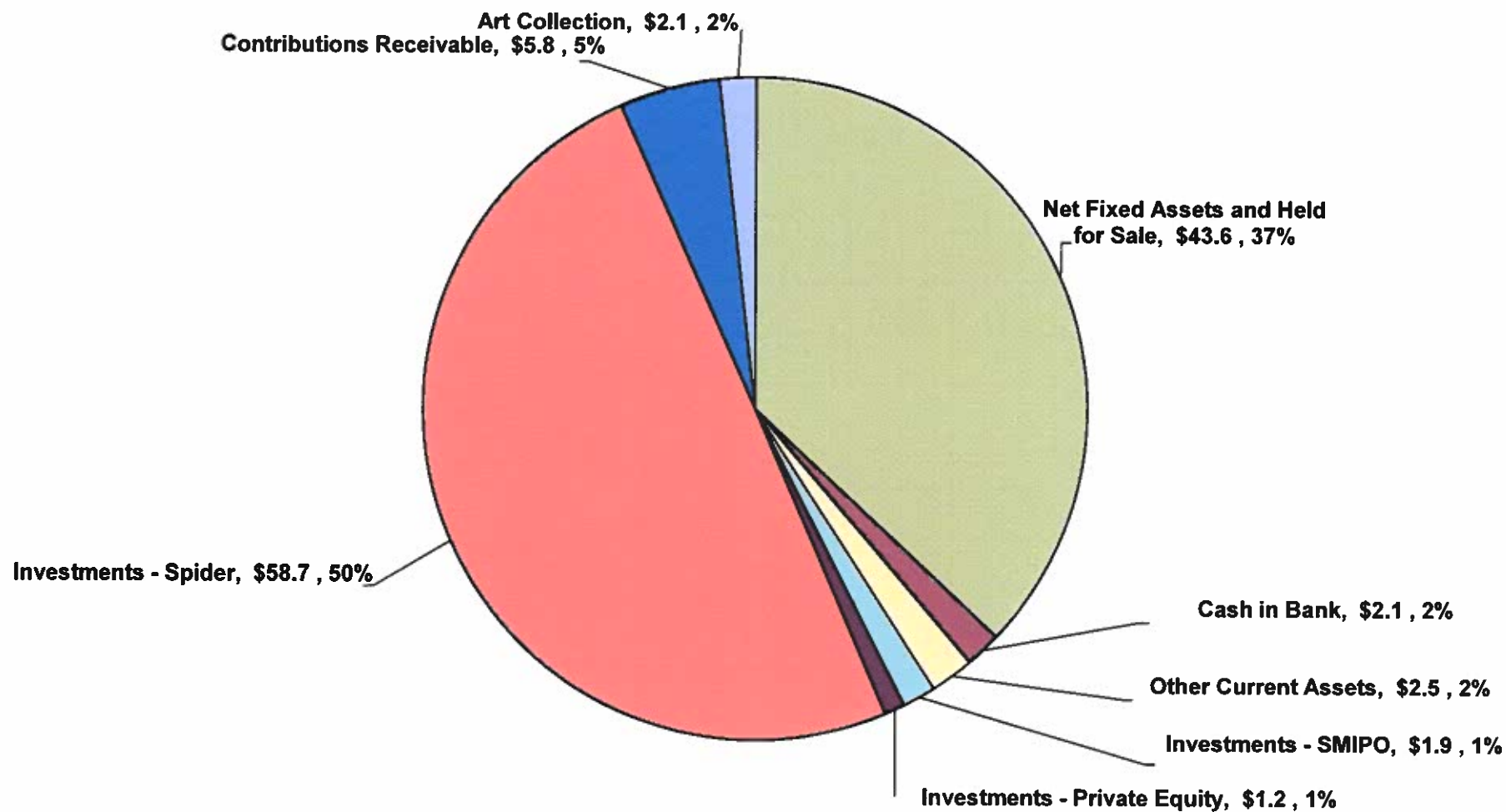
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## Steps to Implementation

- Seek Support From Collaborative Partners
- Community Service Project Event
- Survey

# Discussion

# Radford University Foundation Asset Composition as of 9/30/18



(in millions)  
**Total Assets: \$117.9M**



# VINOD CHACHRA IMPACT LAB

2018 Annual Report

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*INNOVATIVE MOBILE  
PERSONALIZED ACCELERATED  
COMPETENCY TRAINING*

# Presentation Outline

- IMPACT Objectives and Overview
- Year 1 Results
- Year 2 Plans





# Objectives: Vinod Chachra IMPACT Lab

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The Vinod Chachra IMPACT Lab provides competency-based education to:

1. Empower *working adults* with career advancing skills →



2. Strengthen our *strategic partners' workforce* →



# Overview: Vinod Chachra IMPACT Lab

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*Rapidly* develop workforce in high demand areas



Cybersecurity



Geospatial  
Intelligence



K-12 Education

# Overview: Vinod Chachra IMPACT Lab

- Competency-Based Education: self-paced learning focused on specific and measurable skills needed to perform a critical task within the workplace
- Builds a comprehensive foundation for a career and reward existing experience and expertise
- Delivered online and self-paced



Ennis, Michelle R. Competency models: a review of the literature and the role of the employment and training administration (ETA). Office of Policy Development and Research, Employment and Training Administration, US Department of Labor, 2008.

# Overview: Vinod Chachra IMPACT Lab

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IMPACT is grounded in research:

- Learning Sciences & Instructional Design
- Scenario-Based & Game-Based Learning
- Learning Analytics





# Results: IMPACT Lab Launch

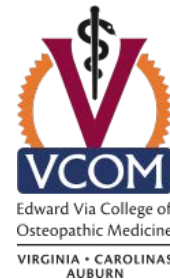
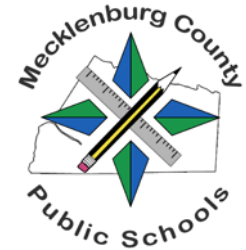
September 8, 2017



RADFORD UNIVERSITY

# Results: IMPACT Lab Partnerships

Partnered with 13 companies and organizations in Virginia



# RADFORD UNIVERSITY



# Results: Gift from Dr. Vinod Chachra

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March 2018

- Dr. Chachra provided a significant contribution.
- The Vinod Chachra IMPACT Lab was named in his honor.



# Results: IMPACT Lab Regional Expansion

April 2018



800 credit  
unions across  
7 states



RADFORD UNIVERSITY



# Results: Largest Grant in the History of Radford University

Secured \$13.9 million from U.S. Department of Education to train 5,000 teachers throughout Appalachia using CBE



(Award #: U423A170051)



RADFORD UNIVERSITY

# Results: Cyber & GEOINT Learners

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- 40 working adults enrolled across 3 states.
- Fastest completion time: 7 months

“The...class has been by far the *best online class* that I have ever taken part in...The knowledge that I have gathered from this program is invaluable, as I have *already put it to good use in my workplace.*”



Stacey Howard, RCPS  
Director of Technology

# Results: ASSET Learners

- 464 teachers and administrators enrolled across 4 states.
- 65 teachers have completed the first micro-credential.
- 86% of micro-credential completers report the training will have some to great impact on their teaching.
- 430 badges awarded to date.
- State-wide partnership signed with the West Virginia Department of Education.

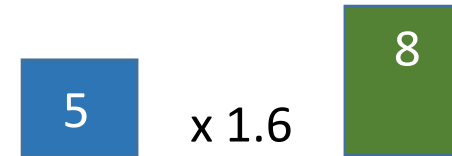




# Results: Strategic Plan Projected versus Actual

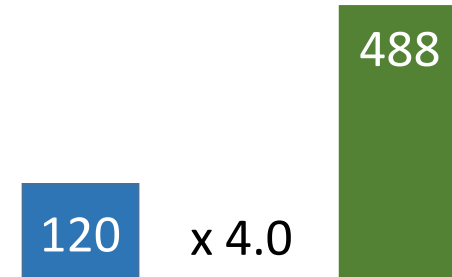
- Fall 2017: we projected enrolling 5 learners.

- The actual number was **8**.



- Fall 2018: we projected enrolling 120 learners.

- The actual number was **488**.



Radford University 2018-2023 Strategic Plan

# Year 2 Plans



- Expand micro-credential approach
- Develop industry-specific content (e.g., banking)
- Partner with additional innovative faculty and programs
- Build sustainable revenue streams

# VINOD CHACHRA IMPACT LAB

2018 Annual Report

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*INNOVATIVE MOBILE  
PERSONALIZED ACCELERATED  
COMPETENCY TRAINING*



# Jefferson College of Health Sciences Update and Draft Prospectus Review

# SACSCOC Prospectus Outline

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- Section 1: Abstract.
- Section 2: Background.
- Section 3: Assessment of Need and Program Planning/Approval.
- Section 4: Description of the Change.
- Section 5: Level I.
- Section 6: Faculty.
- Section 7: Library and Learning Resources.
- Section 8: Student Support Services.
- Section 9: Physical Resources.
- Section 10: Financial Support.
- Section 11: Evaluation and Assessment.
- Section 12: Appendices.

# SACSCOC Prospectus Timeline

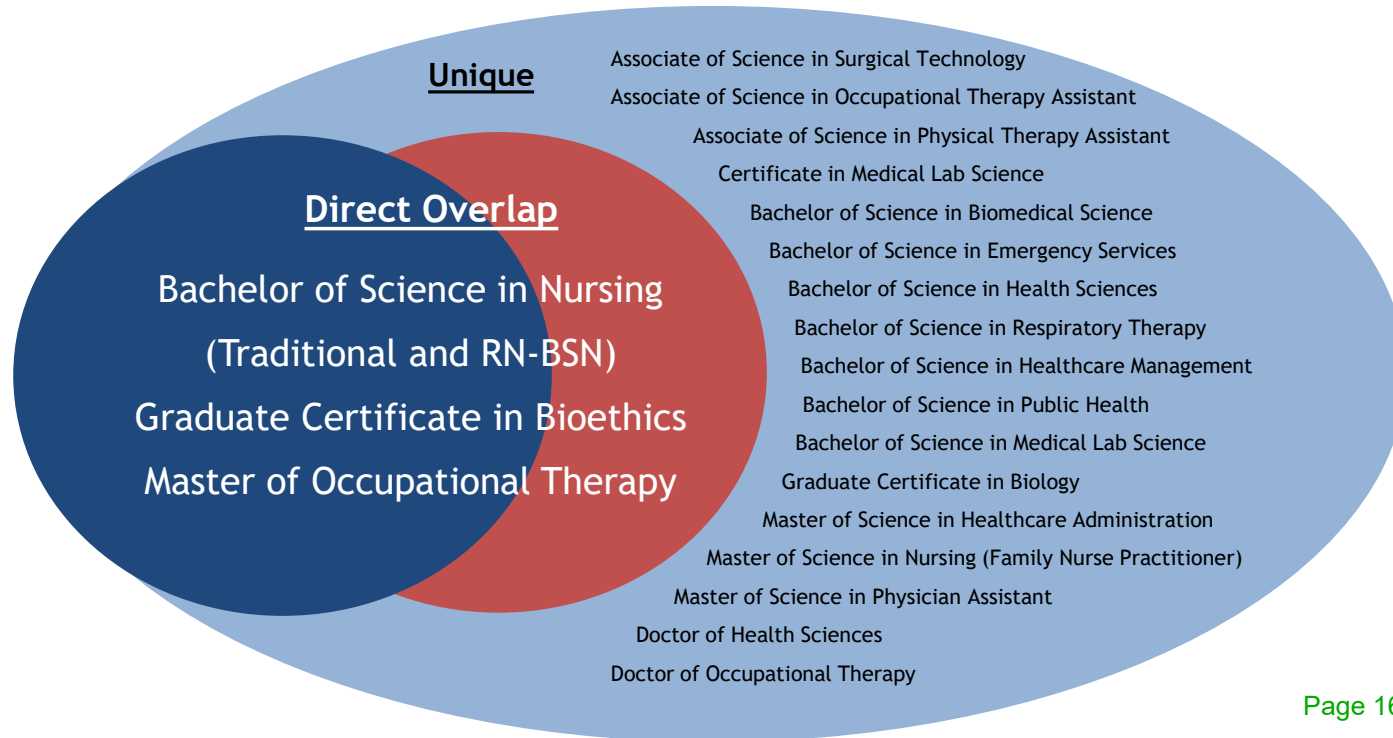
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- External Review (*December 2018 – January 2019*)
- Document Completion (*January – March 2019*)
- Final Submission (*March 2019*)
- Formal Consideration (*June 2019*)
- Merger Completion (*July 2019*)

# Institutions At-A-Glance

Category	Radford University	Jefferson College of Health Sciences
Type	Comprehensive Public University	Private Health Sciences College
Focus	Liberal Arts	Health Sciences
Campus	204 acre traditional <b>residential</b> campus	~100,000 sq. ft. <b>urban</b> clinical campus
Location	Radford, Virginia	Roanoke, Virginia
Offerings	0 Associates Programs	3 Associates Programs
	12 Certificates (incl. UG & GR)	3 Certificates (incl. UG & GR)
	38 Bachelor Programs	9 Bachelor Programs
	16 Master Programs	5 Master Programs
	3 Doctoral Programs	2 Doctoral Programs
	<b>69 Total Program Offerings</b>	<b>22 Total Program Offerings</b>
Accreditation	Southern Association of Colleges and Schools Commission on Colleges (SACSCOC)	Southern Association of Colleges and Schools Commission on Colleges (SACSCOC)

# Degree Program Overlap



# Institutional Experience Comparison



# Transition Team Update

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- Continued Meetings of Executive Committee
- Continued Meetings of Steering Committee
- Continued Meetings of Various Subcommittees
- Formation of Legal Working Group



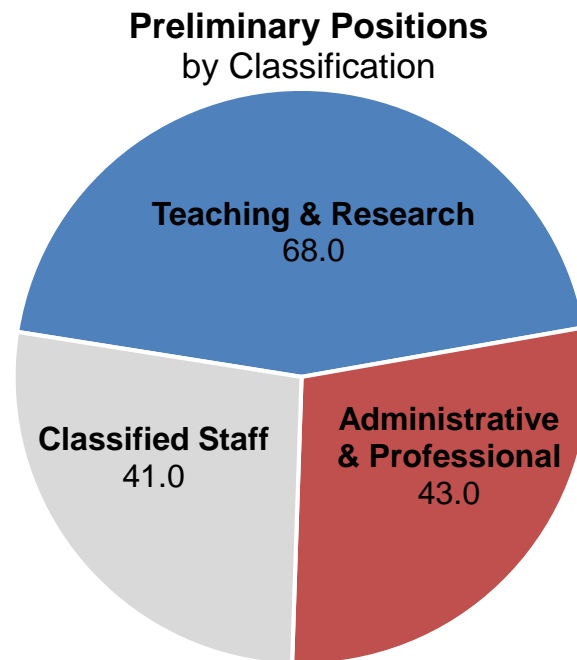
# Recent Targeted Outreach

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- Small Group Meetings (*Jefferson College*)
- Faculty Forums at Radford University (*Waldron College and All Colleges*)
- Forum with School of Nursing (*Radford University*)
- Combined Forum for Nursing Faculty (*Jefferson College and Radford University*)
- Department and Program Meetings (*All*)

# Pre- and Post-Merger Staffing

- Jefferson College currently maintains **152.0** position allocations.
- The Radford University model for Jefferson College operations is also built to support **152.0** positions.
  - 12-month employees transition **July 13, 2019**
  - 9-month employees transition **August 10, 2019**



Page 169 of 180

# Letters of Intent Distribution

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- Teaching and Research Faculty
  - November 15, 2018 (*18 notifications*)
  - December 5, 2018 (*29 notifications*)
  - January 15, 2019 (*estimated 21 notifications*)
- Distributed by program
- Hand delivered by Radford administrators
- Includes both new and existing departments/programs

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## Letters of Intent Distribution (*Continued*)

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- Administrative and Professional Faculty
  - November 15, 2018 (*2 notifications*)
  - December 5, 2018 (*2 notifications*)
  - January 15, 2019 (*estimated 12 notifications*)
  - February 15, 2019 (*estimated 15 notifications*)
  - March 15, 2019 (*estimated 12 notifications*)

## Letters of Intent Distribution (*Continued*)

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- Classified Staff
  - January 15, 2019 (*estimated 20 notifications*)
  - February 15, 2019 (*estimated 11 notifications*)
  - March 15, 2019 (*estimated 10 notifications*)

# Current and Future State

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- No debt obligations
- No physical **infrastructure** or deferred maintenance
- Operations in Carilion Roanoke Community Hospital
- Fully **self-supporting**
- Strong **demand** with sustained enrollment growth
- Limited general fund support (i.e. \$1.7 million)

# Proposed Operational Budget

	JCHS Financials	Preliminary Allocations
<b>Total Revenue</b>	<b>\$22,643,678</b>	<b>\$22,341,670</b>
Personal Services	\$14,972,577	\$14,642,525
Non-Personal Services	6,156,067	6,651,085
<b>Total Direct Expense</b>	<b>\$21,128,644</b>	<b>\$21,293,609</b>
Returned Support	1,515,034	1,048,061
<b>Total Expenses</b>	<b>\$22,643,678</b>	<b>\$22,341,670</b>
<b>Net Surplus/(Deficit)</b>	<b>\$0</b>	<b>\$0</b>



# Proposed Operational Budget (Continued)

	<b><u>JCHS Financials</u></b>	<b><u>Preliminary Allocations</u></b>
<b>Revenue</b>		
<b>Non-General Fund</b>		
Tuition and Fees	\$25,761,360	\$23,758,415
Scholarships	(3,293,215)	(3,300,000)
<b>Net Receivables</b>	<b>\$22,468,145</b>	<b>\$20,458,415</b>
Sales & Services	133,184	133,484
Other Revenue	42,349	42,349
<b>Total Non-General Fund</b>	<b>\$22,643,678</b>	<b>\$20,634,248</b>
General Fund	0	1,707,422
<b>Total Revenue</b>	<b>\$22,643,678</b>	<b>\$22,341,670</b>

**Employment Agreement  
Resolution for Executive Committee Review and  
Board of Visitors Consideration**

**Now Therefore Be it Resolved**, pursuant to the discussion in closed session, the Board hereby approves the proposed changes to President Hemphill's employment agreement and authorizes the Rector to execute the amended agreement and Memorandum of Understanding.

Adopted: December 7, 2018



Mark S. Lawrence  
Rector  
Radford University Board of Visitors



Karen Castele  
Secretary to the Board of Visitors  
Radford University

**Performance Plan Update  
Resolution for Executive Committee Review and  
Board of Visitors Consideration**

**Now Therefore Be it Resolved**, the Board of Visitors hereby approves payment for President Brian O. Hemphill's Performance Plan, 2018-2019, as discussed in closed session on December 7, 2018, and that said performance plan pursuant to Section E of the Employment Agreement of Brian O. Hemphill, Ph.D. dated December 15, 2015, and amended November 11, 2016, May 5, 2017, and May 4, 2018, is considered a personnel record.

Adopted: December 7, 2018



Mark S. Lawrence  
Rector  
Radford University Board of Visitors



Karen Castele  
Secretary to the Board of Visitors  
Radford University

**RADFORD UNIVERSITY BOARD OF VISITORS  
RESOLUTION**

Delegation of Authority to Approve Real Property Conveyance, Transfer or Exchange

December 7, 2018

WHEREAS, Radford University must have approval to convey real property to the Foundation as required by Section 4-4.01.s.1 of the Appropriations Act; and

WHEREAS, such approved conveyance is exempt from Section 2.2-1156 of the Code of Virginia, and any other statute concerning conveyance, transfer or sale of state property; and

WHEREAS, the President briefed the Board of Visitors, in closed session, on a particular real estate transaction between the University and the Radford University Real Estate Foundation that is mutually beneficial to both entities for the development of the property; and

WHEREAS, the University seeks approval from the Board of Visitors to convey real property it has acquired or may acquire with the use of Non-General Funds to the Radford University Real Estate Foundation when it is mutually beneficial to both entities for the development of the property.

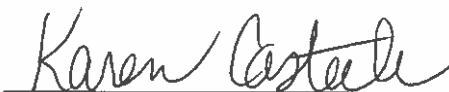
NOW THEREFORE BE IT RESOLVED, that the Board of Visitors of Radford University hereby approves the conveyance, transfer, or exchange of land, together with buildings and other improvements, as may be, thereon, to the Radford University Real Estate Foundation when it is deemed beneficial to both entities, subject to the approval of the Governor pursuant to Section 4-4.01 of the Appropriations Act; and

FURTHER BE IT RESOLVED, The Board of Visitors of Radford University hereby authorizes and directs the President to execute all necessary documents, including the contract(s) and deed(s) for conveyance, to effect the transfer or exchange of property discussed during the aforementioned briefing and to evidence this approval by the Board of Visitors. A report of the conveyed real property will be provided to the Board of Visitors following conveyance.

Adopted: December 7, 2018



Mark S. Lawrence  
Rector  
Radford University Board of Visitors



Karen Castele  
Secretary to the Board of Visitors  
Radford University

**Suspension of Bylaws - Faculty Representative  
Resolution for Board of Visitors Review and Consideration**

**Now Therefore Be it Resolved**, the Board of Visitors hereby suspends Section 5(A) of its bylaws as it relates to the appointment of the Faculty Senate President and the Faculty Representative to the Board of Visitors, specifically for the current individual holding both positions, Jake R. Fox, Ph.D. The approved suspension of this specific section shall be limited to the aforementioned individual for Fiscal Year 2020 and/or the 2019-2020 academic year.

Adopted: December 7, 2018



Mark S. Lawrence  
Rector  
Radford University Board of Visitors



Karen Castele  
Secretary to the Board of Visitors  
Radford University

# End of Board of Visitors Materials

