

Governance, Administration and Athletics Committee

May 2018

RADFORD UNIVERSITY

Board of Visitors

GOVERNANCE, ADMINISTRATION AND ATHLETICS COMMITTEE MEETING

4:15 P.M. **

May 3, 2018

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

DRAFT **AGENDA**

- **CALL TO ORDER** Dr. Rachel D. Fowlkes, *Chair*
- **APPROVAL OF AGENDA** Dr. Rachel D. Fowlkes, *Chair*
- **APPROVAL OF MINUTES** Dr. Rachel D. Fowlkes, *Chair*
 - February 15, 2018 meeting
- **REPORTS**
 - Information Technology Report Mr. Danny M. Kemp, *Vice President for Information Technology and Chief Information Officer*
 - EDUCAUSE 2018 Top 10 IT Issues
 - Highlights of Major Accomplishments
 - Intercollegiate Athletics Report Mr. Robert G. Lineburg, *Director of Intercollegiate Athletics*
 - Highlander Highlights
 - NCAA Tournament
 - Resource Development
 - Special Events
- **RECOMMENDATION FOR RECTOR AND VICE RECTOR FOR 2018-2019** Dr. Rachel D. Fowlkes, *Chair*
- **OTHER BUSINESS** Dr. Rachel D. Fowlkes, *Chair*
 - Discussion of Committee Name Changes
 - Academic Affairs Committee to Academic Excellence and Research Committee
 - Student Affairs Committee to Student Success Committee
 - AGB National Conference on Trusteeship
- **ADJOURNMENT** Dr. Rachel D. Fowlkes, *Chair*

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

Governance, Administration and Athletics Committee

Dr. Rachel D. Fowlkes, Chair

Ms. Georgia Anne Snyder-Falkinham, Vice-Chair

Mr. Gregory A. Burton

Mr. James R. Kibler, Jr.

Mr. Steve Robinson

Ms. Lisa Throckmorton

May 2018 Meeting Materials

RADFORD UNIVERSITY

Board of Visitors

Information Technology

RADFORD
UNIVERSITY

Agenda

- **EDUCAUSE 2018 Top 10 IT Issues** along with current strategies the Division of Information Technology at Radford University is using to address the issues
- **Highlights of Major Accomplishments** from January 15 to April 4, 2018

EDUCAUSE 2018 Top 10 IT Issues

EDUCAUSE is a nonprofit association with the mission to advance higher education through the use of information technology.

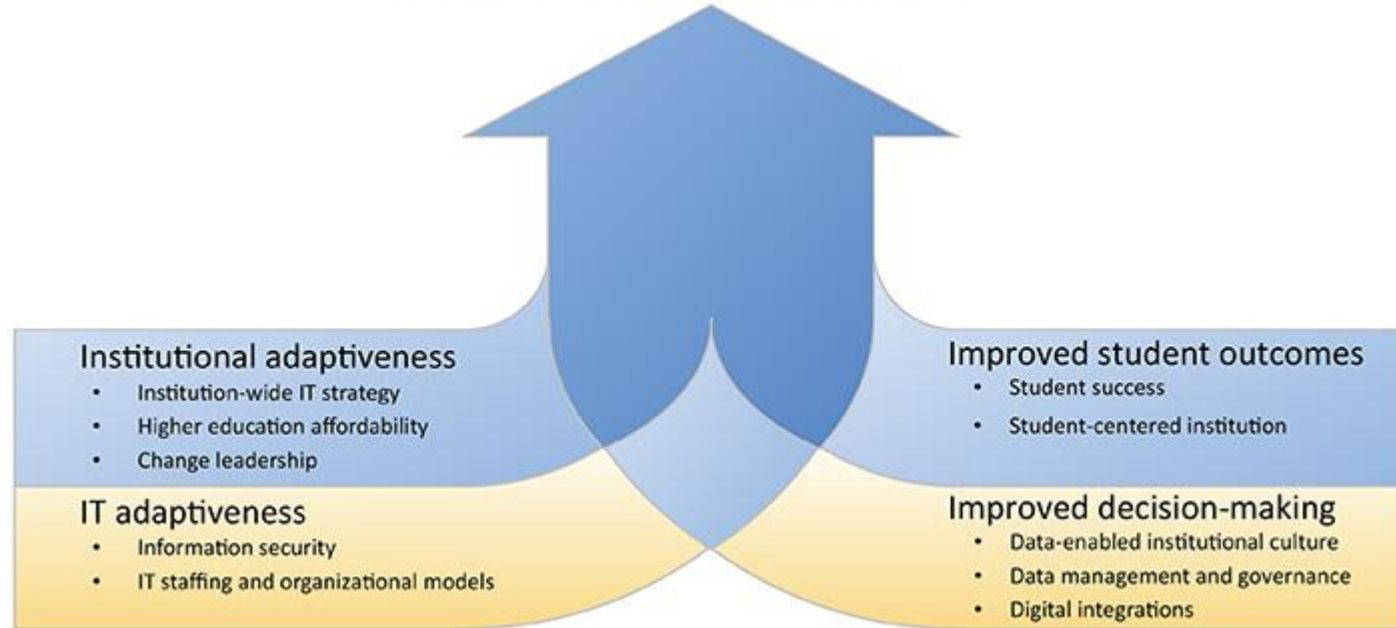
- Membership comprises more than 2,300 colleges, universities and educational organizations
- Over 415 corporations
- More than 99,000 individual participants

EDUCAUSE 2018 Top 10 IT Issues



EDUCAUSE 2018 Top 10 IT Issues

Higher Education, Remade



EDUCAUSE 2018 Top 10 IT Issues

Institutional Adaptiveness



Institution-wide IT Strategy:

Repositioning or reinforcing the role of IT leadership as an integral strategic partner of institutional leadership in achieving institutional missions



Higher Education Affordability:

Balancing and rightsizing IT priorities and budget to support IT-enabled institutional efficiencies and innovations in the context of institutional funding realities



Change Leadership:

Helping institutional constituents (including the IT staff) adapt to the increasing pace of technology change

EDUCAUSE 2018 Top 10 IT Issues

Improved Student Outcomes



Student Success:

Managing the system implementations and integrations that support multiple student success initiatives



Student-centered Institution:

Understanding and advancing technology's role in defining the student experience on campus (from applicants to alumni)

EDUCAUSE 2018 Top 10 IT Issues

Improved Decision-Making



Data-enabled Institutional Culture:

Using BI and analytics to inform the broad conversation and answer big questions



Data Management and Governance:

Implementing effective institutional data governance practices



Digital Integrations:

Ensuring system interoperability, scalability, and extensibility, as well as data integrity, standards, and governance, across multiple applications and platforms

EDUCAUSE 2018 Top 10 IT Issues

IT Adaptiveness



Information Security:

Developing a risk-based security strategy that keeps pace with security threats and challenges



IT Staffing and Organizational Models:

Ensuring adequate staffing capacity and staff retention in the face of retirements, new sourcing models, growing external competition, rising salaries, and the demands of technology initiatives on both IT and non-IT staff

EDUCAUSE 2018 Top 10 IT Issues



1. Information Security



2. Student Success



3. Institution-wide IT strategy



4. Data-enabled Institutional Culture



5. Student-centered Institution



6. Higher Education Affordability



7. IT Staffing and Organizational Models



8. (tie) Digital Integrations



8. (tie) Data Management and Governance



10. Change Leadership

Discussion

Supporting Materials

EDUCAUSE 2018 Top 10 IT Issues

3. Institution-wide IT Strategy: Repositioning or reinforcing the role of IT leadership as an integral strategic partner of institutional leadership in achieving institutional missions

“Our institution-wide IT plan deliberately aligns with the institution’s mission. Since it is structured around three pillars of research, education, and community, everyone can see themselves in the plan. This approach creates a heightened opportunity for stakeholders to engage deeply with the IT organization in understanding how information systems directly impact the institution’s goals.”

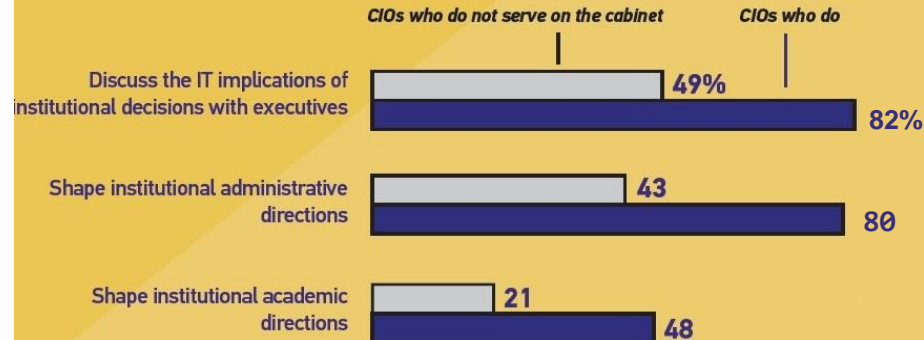
—Mark Roman, Chief Information Officer, Simon Fraser University

EDUCAUSE 2018 Top 10 IT Issues

#3 INSTITUTION-WIDE IT STRATEGY

Repositioning or reinforcing the role of IT leadership as an integral strategic partner of institutional leadership in achieving institutional missions

In a survey of CIOs, ECAR found that 42% of respondents serve as members of the president's or chancellor's cabinet. Those who do are positioned to have a significant impact on institutional strategy.



Current RU Strategies - Institution-wide IT Strategy

- Vice President for Information Technology and CIO reports to the President and is a member of the Executive Cabinet and the Leadership Council.
- IT leadership is positioned to help shape academic and administrative directions.

EDUCAUSE 2018 Top 10 IT Issues

6. Higher Education Affordability: Balancing and rightsizing IT priorities and budget to support IT-enabled institutional efficiencies and innovations in the context of institutional funding realities

“People can see an institution’s physical deferred maintenance and understand the importance. Most people can’t see the digital infrastructure deferred maintenance challenge that is equal. If we don’t successfully address the institutional digital infrastructure, it can have a significant impact on our educational mission as well as have reputational damage.”

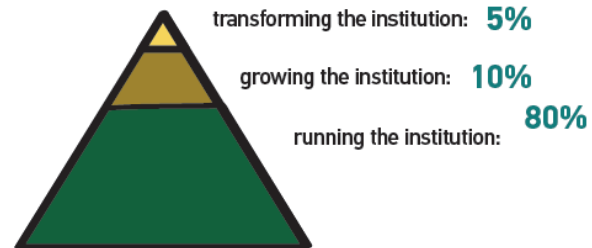
—Justin Sipher, Vice President, Libraries and Information Technology, St. Lawrence University

EDUCAUSE 2018 Top 10 IT Issues

#6 HIGHER EDUCATION AFFORDABILITY

Balancing and rightsizing IT priorities and budget to support IT-enabled institutional efficiencies and innovations in the context of institutional funding realities

Among U.S. institutions reporting to the EDUCAUSE Core Data Service, the median percentage of total central IT spending on...



Current RU Strategies - Higher Education Affordability

- Maintaining the emphasis on investing in IT rather than IT spending
- Maintaining centralized IT to allow for sharing of services
- Partnering with other Universities
- Focusing on student enrollment, student success, fund raising, and efficiencies
- Other cost reduction strategies
 - Reviewing maintenance agreements and software licenses
 - Reviewing lab utilization data
 - Hiring temporary contractors rather than full-time staff for special projects
 - Leveraging capabilities in existing applications to enhance efficiencies
 - Moving more applications and systems to the cloud when appropriate
 - Realigning resources when needed to meet demands

EDUCAUSE 2018 Top 10 IT Issues

10. *Change Leadership*: Helping institutional constituents (including the IT staff) adapt to the increasing pace of technology change

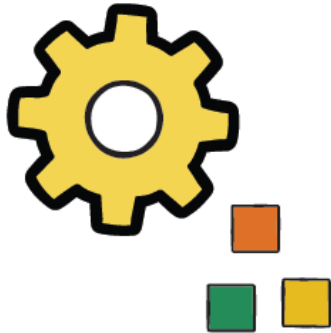
“The only thing constant is change. The pace of change is increasing and we have to ready the institution and our staff for that.”

—Raechelle Clemmons, Chief Information Officer, Davidson College

EDUCAUSE 2018 Top 10 IT Issues

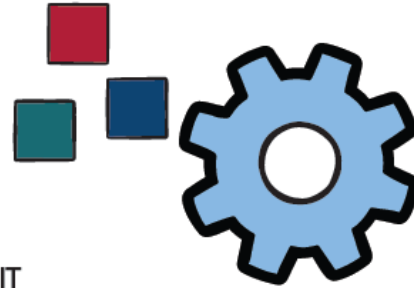
#10 CHANGE LEADERSHIP

Helping institutional constituents (including the IT staff) adapt to the increasing pace of technology change



28%

Percentage of higher education IT employees who claim that gaps in their skills in managing services, processes, change, projects, and the like present at least moderate obstacles to their effectiveness (according to ECAR IT workforce research.)



Current RU Strategies - Change Leadership

- Consulting with faculty and academic leadership to understand and support innovations and changes in higher education
- Attend conferences, training workshops and webinars to learn about new technologies
- Providing tools for enhanced on-line collaboration (e.g., Office 365 Groups, Zoom video)
- Providing faculty and staff support with training opportunities and one-on-one consulting
- Utilizing the monthly DoIT newsletter to communicate changes in IT
- Benefiting from feedback on implementing new technology from the Information Technology Advisory Committee

EDUCAUSE 2018 Top 10 IT Issues

2. ***Student Success***: Managing the system implementations and integrations that support multiple student success initiatives

“It has only been a few short years since advising and analytics platforms were initially launched. Since then, however, these technologies and the knowledge base have evolved tremendously. Accordingly, institutions that are just now getting started can expedite implementation, accelerate outcomes, and thus add value faster.”

—Richard Sluder, Vice Provost for Student Success and Dean of University College,
Middle Tennessee State University

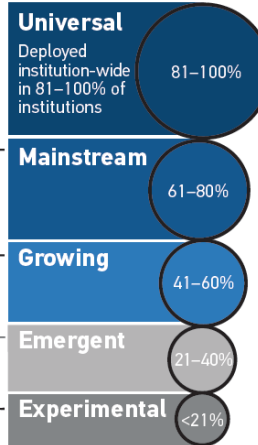
EDUCAUSE 2018 Top 10 IT Issues

#2 STUDENT SUCCESS

Managing the system implementations and integrations that support multiple student success initiatives

The digital capabilities deployment of student success technologies among U.S. institutions in 2016:

- Degree audit
- Credit transfer/articulation system
- Course/program recommendation system
- Advising center management
- Education plan creation/tracking system
- Academic early alert system
- Advising case management system for student interaction tracking
- Student extracurricular activities management system
- Student co-curricular activities management system
- Student success data warehouse/operational data store
- Student self-service referral to social/community resources
- Student success analytics dashboards



Current RU Strategies - Student Success

- Implementing data collection and analysis tools to predict student success or risk, with the goal of alerting those who can intervene, and assess the effectiveness of those interventions
- Maintaining systems that support advising and other student services (Starfish)
- Providing tools that support teaching and learning (D2L)
- Enhancing D2L with additional features such as analytics
- Supporting degree audit and transfer articulation systems
- Piloting online proctoring tools for online exams

EDUCAUSE 2018 Top 10 IT Issues

5. *Student-centered Institution*: Understanding and advancing technology's role in defining the student experience on campus (from applicants to alumni)

“Remember why we are here: we are here for the students. IT student success initiatives should be directly tied to the student experiences.”

—Vanessa Hammler Kenon, Assistant Vice Provost, Information Technology,
University of Texas at San Antonio

EDUCAUSE 2018 Top 10 IT Issues

#5 STUDENT-CENTERED INSTITUTION

Understanding and advancing technology's role in defining the student experience on campus (from applicants to alumni)

25%

of U.S. institutions
have a system to
track co-curricular
activities



27%

of U.S. institutions
have a system to
track/manage
extracurricular
activities

Current RU Strategies - Student-centered Institution

- Provides state-of-the-art learning spaces
- Provides student-friendly mobile app and MyRU portal
- Implemented a non-emergency texting system (Mongoose)
- Implemented a system for the Center for Career and Talent Development (Handshake)
- Implemented an online transcript system for the Office of the Registrar (Parchment)
- Providing a virtual lab
- Implemented a system for Student Affairs to manage extracurricular activities (OrgSync)
- Provides MS Office 365 collaboration suite of tools
- Implemented the new ePortfolio system along with the CITL (Portfolium)
- Enhanced Wi-Fi in residence halls
- Provides enhanced technical support during move-in
- Partner with academic departments to offer internships

EDUCAUSE 2018 Top 10 IT Issues

4. *Data-enabled Institutional Culture*: Using BI and analytics to inform the broad conversation and answer big questions

“Our institutional president adopted a concept of data democratization. This is changing the culture of discussions between faculty and staff before decisions are made. She really set the tone for transparency, lowered the walls of silos, and supported organizational learning.”

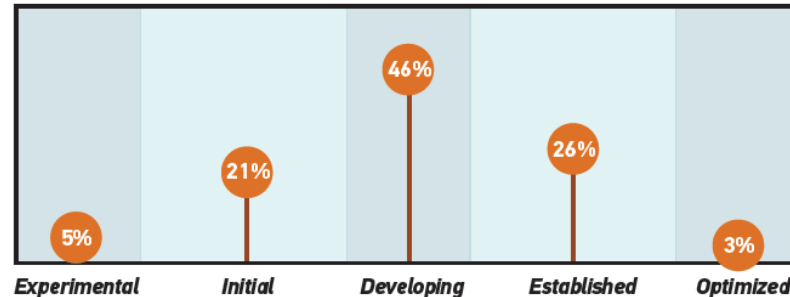
—Ahmed El-Haggan, Vice President for Information Technology and CIO, Coppin State University

EDUCAUSE 2018 Top 10 IT Issues

#4 DATA-ENABLED INSTITUTIONAL CULTURE

Using BI and analytics to inform the broad conversation and answer big questions

The EDUCAUSE Maturity Index for analytics shows that most institutions are developing a decision-making culture.



Current RU Strategies - Data-enabled Institutional Culture

- Viewing data as a strategic enterprise asset to be leveraged to benefit institutional strategic objectives
- Developing effective methods for improved enterprise reporting and analytics to ensure they are relevant to institutional priorities and decision making
- Working to empower users with the ability to produce reports using Cognos Analytics
- Partnering with faculty and Institutional Research to enhance our predictive analytics model for student retention
- Establishment of the Enrollment Data Council

EDUCAUSE 2018 Top 10 IT Issues

8. (tie) Data Management and Governance: Implementing effective institutional data governance practices

“It’s important to realize that you are also changing culture. This isn’t just about filling out forms or defining terms. There is a significant cultural aspect about who owns which data elements and looking at data as an institution-wide asset.”

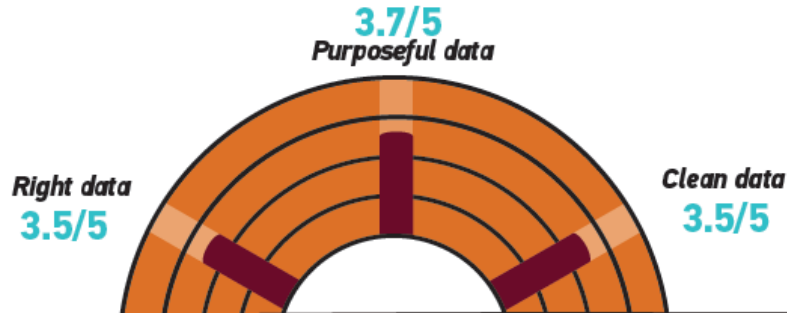
—David Weil, Associate Vice President and Chief Information Officer, Information Technology, Ithaca College

EDUCAUSE 2018 Top 10 IT Issues

#8 (TIE) DATA MANAGEMENT AND GOVERNANCE

Implementing effective institutional data governance practices

The maturity levels of analytics data efficacy at the median U.S. institution are still developing.



Current RU Strategies - Data Management and Governance

- Viewing data as a strategic enterprise asset
- Managing data through data governance and data administration
 - Established a Systems Operations Committee (SOC)
 - Formed a Data Standards Subcommittee
 - Identified Data Owners for all sensitive systems
- Improving the integrity of data with systems integration
- Protecting data through the use of Information Security best practices

EDUCAUSE 2018 Top 10 IT Issues

8. (tie) Digital Integrations: Ensuring system interoperability, scalability, and extensibility, as well as data integrity, standards, and governance, across multiple applications and platforms

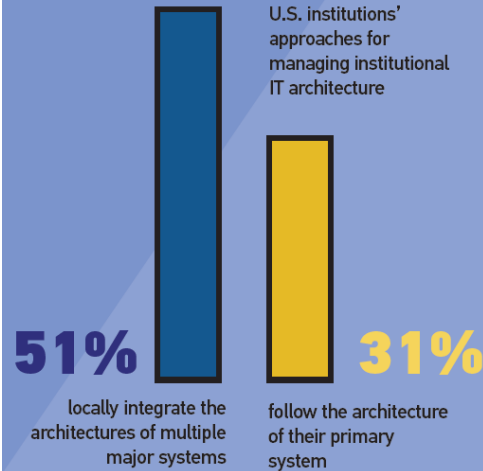
“Data is the context engine of AI. Having a single source of truth with regard to data is critical.”

—Steve diFilipo, Chief Information Officer, Institute for Transformational Learning,
University of Texas System

EDUCAUSE 2018 Top 10 IT Issues

#8 (TIE) DIGITAL INTEGRATIONS

Ensuring system interoperability, scalability, and extensibility, as well as data integrity, standards, and governance, across multiple applications and platforms



Current RU Strategies - Digital Integrations

- Currently developing scripts to move data from one system to another for processing and reporting
- Implementing an integration platform (N2N) that will streamline the development of these integrations
- Implemented Shibboleth single-sign-on
- Implementing a new Identity and Access Management System

EDUCAUSE 2018 Top 10 IT Issues

1. Information Security: Developing a risk-based security strategy that keeps pace with security threats and challenges

“This is a swimming pool with no shallow end. Security professionals excel at identifying and offering mitigations for information security risks. But the sheer volume of mitigation tasks leaves smaller institutions overwhelmed: Having already consumed significant resources just to identify risks, small schools struggle to find a sustainable pathway forward.”

—Joshua Singletary, Chief Technology Officer, Albany College of Pharmacy and Health Sciences

EDUCAUSE 2018 Top 10 IT Issues

The top IT issue for 2018 is **#1 INFORMATION SECURITY**

Developing a risk-based security strategy that keeps pace with security threats and challenges

69%

of all U.S. institutions that have conducted a risk assessment did so for planning and prioritizing institutional information security work.

Current RU Strategies - Information Security

- Requiring annual Information Security Awareness training
- Performing routine risk assessments
- Reviewing and revising Information Security Policies and Standards
- Implementing new network security tools
- Monitoring network traffic, logging and scanning for vulnerabilities
- Requiring data encryption
- Providing anti-virus/anti-spam software
- Ensuring compliance of third-party vendors
- Implementing two-factor authentication

EDUCAUSE 2018 Top 10 IT Issues

7. IT Staffing and Organizational Models: Ensuring adequate staffing capacity and staff retention in the face of retirements, new sourcing models, growing external competition, rising salaries, and the demands of technology initiatives on both IT and non-IT staff

“I think we do a lot of good things in silence. I’d like to see IT leaders talking more about their methods, sharing what it working for them and making sure that their colleagues understand the work efforts that go into IT staff retention and employee satisfaction.”

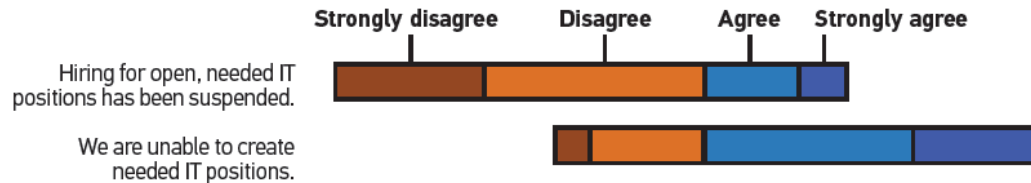
—Sharon E. Blanton, Vice President and CIO, The College of New Jersey

EDUCAUSE 2018 Top 10 IT Issues

#7 IT STAFFING AND ORGANIZATIONAL MODELS

Ensuring adequate staffing capacity and staff retention in the face of retirements, new sourcing models, growing external competition, rising salaries, and the demands of technology initiatives on both IT and non-IT staff

ECAR workforce research found that there is demand for IT professionals in higher education, but there are obstacles to creating new IT positions.



Current RU Strategies - IT Staffing and Organizational Models

- 4.5% of RU IT staff pursued employment elsewhere in 2016
 - 4.5% of RU IT staff pursued employment elsewhere in 2017
-

- IT workforce is changing - fewer programmers and developers and more vendor and service managers, business analysts, architects, integrators and data scientists
- Working with Human Resources to strengthen applicant pools and address salary inequities
- Allowing staff in appropriate positions to telework
- Providing opportunities for staff to work on challenging projects
- Investing in IT staff education and professional development to stay current
- Cross training and “blending” of responsibilities within teams
- Creating an organizational culture and staff development strategies flexible enough to support innovation and accommodate change
- Utilizing modern application development tools to increase efficiency
- Dedicating staff resources to integrations
- Realigning resources when needed to meet demands

End of Supporting Materials

Division of Information Technology (DoIT)

Highlights of Major Accomplishments

January 15, 2018 – April 4, 2018

Information Security Officer Certification

- The ISO completed the GIAC Security Essentials Certification (GSEC), joining only 22,092 other security professionals around the world with this certification. The GSEC provides the learner with a base of knowledge in all areas of information security to quickly familiarize oneself with the landscape of threats and vectors used for system compromise and data theft.

End User Training/SANS Security Awareness

- The migration to a more robust end user security awareness training solution offered by SANS Security Awareness has been completed. This replaces the old MOAT training system. Since February, 1,009 employees and contractors have been enrolled in the system. Feedback has been overwhelmingly positive at the content and length of the training. The remaining campus employees and student workers will be enrolled in the coming months.

Security Logging

- In the process of re-architecting our security logging system to one that is more stable and usable for the Division. This includes defining threat-hunting procedures to provide value to the information that is logged as well as creating internal incident response procedures and plans to act upon the data gathered.

Disaster Recovery

- Selected DoIT staff participated in the Incident Command System (ICS) course provided by Emergency Preparedness. In the course, an Incident Management Team was defined to respond to emergencies and outages. Another tabletop disaster recovery exercise is planned for the end of April and a functional exercise is being planned for the summer in order to incorporate regular incident response activities.

Adapting to New Legislation

- Met with internal audit and our general counsel to better understand the European Union's General Data Protection Regulation (GDPR) as it goes into effect in May 2018. Staying ahead of this requirement will ensure we have no issues with study abroad or international students from the European Union.

Cyber Defense Club

- The ISO attended the Cyber Fusion competition, hosted by the Virginia Cyber Range, at VMI and coached Radford University's Cyber Defense club. Both the competing team and observing team placed 3rd in the commonwealth against other schools.

Undergraduate Admissions Common App

- Training was completed in March by Enterprise Systems in conjunction with Undergraduate Admissions to begin implementation of the Common Application.
- Planning is underway for a new interface between the Common App and the Banner ERP.

Banner 9

- The testing environment for Banner 9 Administrative pages is completed.
- The Banner 9 Functional and Technical Project teams are established and meeting weekly.
- End user testing is underway with a planned go-live date of September 2018.

Finance Cardinal/Cipps Project

- Feedback has been received from the Cardinal Payroll Change Network for RU's mock conversions from Banner and changes are being made to processing to prepare for the next mock conversion in August 2018.
- Interface test files have been submitted by RU and are under review by the Cardinal Payroll Change Network interface team.
- The implementation date for Cardinal Payroll is March 2019.

Finance eStore Implementation

- The Nelnet eStore application was implemented successfully and is currently being used by Conference Services.
- This spring Academic Affairs will begin utilizing eStore for professional development event registrations.

Human Resources PeopleAdmin Upgrade to Select Suite

- Processes are in the final testing phase to completely automate the Select Suite to Banner interface.

Scheduling Office Support

- The interface between AdAstra and the Event Management System was completed in February.
- Scheduling of all available space was transferred to the Scheduling Office as planned after spring census.

Starfish

- The Starfish Data Exporter tool is being purchased to support an interface between the Banner ERP and Starfish. Development is currently being planned for the automation of this interface.
- Enhanced reporting options for student success and retention analysis should be available this summer.
- Testing is being completed for graduate students to be added to the system.

RU Involved

- The OrgSync platform utilized by the Division of Student Affairs has been purchased by Campus Labs and will be replaced with a new tool called Engage.
- Development is underway for a new interface to automate the flow of data between Engage and the Banner ERP.
- The migration is expected to be completed this summer.

Ellucian Analytics

- Ellucian Analytics has been purchased and will be implemented for use in FY19. Technical resources have been assigned and the implementation is expected to be completed July 1.

Online Payroll Deduction

- A Self Service Banner page is being finalized that will provide an online process for RU employees to make donations to the University through payroll deduction.

Mongoose Non-emergency Texting Implementation

- The Mongoose Texting Solution for Higher Education was implemented for use by various administrative offices as another way to communicate with current students. The Registrar's office, Financial Aid and Residential Life have participated in training, which has enabled them to begin communicating with students with text messages. Email and social media campaigns were held to encourage students to opt-in to this system to receive important messages. The offices using the system are already experiencing higher levels of engagement with students through these targeted text messages.

ITOneStop Undergoes Dramatic User Interface Upgrade

- The ITOneStop site, which houses the DoIT Knowledge Base and Help Desk functionality, has been transformed into a more modern, intuitive service portal. ServiceNow, the IT service management system, provides the platform allowing DoIT to provide access to services and information with an easy to use interface. This new portal will allow DoIT to add services, information and online forms more easily and quickly.

Campus Electronic Learning Spaces

- Updated nine electronic classrooms with laser projectors.

Radio Station WVRU Biannual FCC Filing

- The required Biannual FCC broadcast station filing was submitted by the March 1, 2018 deadline.
- In addition, the official WVRU “Public File” has been transferred to a FCC website that will now provide consumers direct access for comments. This move had a March 1 deadline, which was also met.

Reed-Curie Renovation

- AV planning continues.

Library Support

- Work continues on both LARC and CITL moves to the library.
- Library TV channel 9 control center moved to the Library 5th floor.

Technology Support for the IMPACT Program

- DoIT continues to assist the IMPACT competency based education program with a variety of technology needs.
- DoIT worked closely with the IMPACT team members to assist with the installation, configuration and integration of Desire 2 Learn and Kaltura as the learning management system for the IMPACT program. This new system went live for new IMPACT students in March.
- Work is also underway to update the admissions application IMPACT learners use to apply to the program and automate the integration of this information with Banner.
- With IMPACT now being operational in the RU Corporate Park, AV facilities were implemented in some locations to support instruction and office communications.
- Printing Services supported IMPACT with programs, multiple framed photos, installed graphics for the lab dedication, as well as brochures and large presentation posters for ASSET.

Online Proctoring Pilot

- A pilot program was established for the spring semester using Respondus Monitor as an online proctoring tool. Online proctoring uses a webcam and microphone to record the actions of a student while they are taking an online exam. Eleven faculty with fourteen active courses are currently making use of the pilot system.

Identity Management System Replacement Underway

- In late January, a contract was signed with Fischer Identity to replace the Aegis Trident identity management system. The identity management system is used to provision and de-provision access to university IT resources. An engineer from Fischer was on-site during March to collect information for the design and configuration of this system with implementation expected in early summer.

DUO 2 Factor Authentication

- Implementation of 2 Factor Authentication using DUO for web-based services has moved to the next phase with faculty and staff now eligible for optional enrollment. Informational sessions for campus departments are now being coordinated to provide an overview and encourage people to begin using the system.

Technology for Nursing Clinical Simulation Center

- Final design and implementation work is underway to support the move of the Nursing Clinical Simulation Center from the RU Corporate Park to Cook Hall. Network wiring will take place in late April with installation of a new monitoring and recording system scheduled for early summer.

Office 365 Groups Available to Campus Departments

- Office 365 Groups provide a cloud based collaborative workspace for users to share notebooks, files, calendars and other materials. In March, DoIT began allowing campus departments and groups to request an Office 365 Group space. Training sessions and group consultations also began in March.

Apple Device Management Tool

- In an effort to simplify maintenance and enhance support of Apple computers and iPads, a new Apple device management tool from Jamf has been acquired. This tool will assist with the configuration, patching and software installation on university owned Apple devices. Installation and configuration of this system is planned for April. The system will be used to assist with the rollout of new Apple computers over the summer.

Zoom Web Conferencing Presentation for ACCS Conference

- Technology Support Services provided a presentation on Zoom Rooms at the ACCS Conference (Association of Collegiate Computing Services of Virginia) in March. This presentation provided an overview of our Zoom implementation as well as the use of the Zoom Room functionality. Radford is the earliest adopter of the Zoom Room feature among those in attendance at the conference.

Replacement of Campus Copiers

- The contract for campus copiers expires in July of 2018. A new contract has been established through a competitive RFP process. Planning is currently underway for the replacement of campus copiers during the summer of 2018.

Technology Support Services Statistics

- The IT service management system has been migrated to Jakarta version 2. This was a major upgrade providing additional features for Third Party Vendor Risk Management/Governance.
- Processed 4,327 support requests between January 15 and April 4.
- 20 technology-training workshops were offered to provide faculty and staff with opportunities to enhance their technology skills.
- 272 web enabled video meetings were conducted between January 15 and April 4.

New Envelope Printer in Printing Services

- A new Okidata 5-color printer was received and installed enhancing envelope capabilities and further reducing the dependency on older printing presses. This device provides a new capability of white and full-color output on dark colored media.

Large Print Jobs

- 95,000 Postcards (including 69,000 UV-coated save-the-dates for Alumni Homecoming)
- Supported the Men's Basketball championship efforts with a last-minute order for media guides

Intercollegiate Athletics

RADFORD
UNIVERSITY

Agenda

- Highlander Highlights
- NCAA Tournament
- Resource Development
- Special Events

Intercollegiate Athletics

Highlander Highlights

Women's Outdoor Track and Field

Amelia Reynolds has been named Big South Female Track Athlete of the Week two times

Women's Tennis

Drousile Dzeubou – Big South First Team Singles

Natalie Sayer – Big South All-Academic Team (Three-time)

Men's Tennis

Alexandros Caldwell – Big South All-Academic Team (Two-time)

Baseball

Hunter Williams – Perfect Game Big South Freshman of the Year

Softball

Posted multiple wins over ACC programs for the second consecutive seasons with wins over VT and UVA

Women's Golf

Khushboo Thiagaraj was named to the Big South All-Tournament Team

Kasidy Beckel was named Big South All-Academic for the second season in a row

Men's Golf

Myles Creighton has finished inside the Top 10 in nine consecutive spring tournaments dating back to last season



Intercollegiate Athletics

Men's Basketball Big South Conference and NCAA Tournament

- Impact of hosting the Big South Tournament Championship
- Branding for the Athletic Department and University
- Revenue
 - NCAA Unit (two for 6 years)
 - Merchandise & Royalties
 - Corporate Partners
 - Private Giving



Women's Basketball WNIT

- First Big South team to win a WNIT game since 2013

Intercollegiate Athletics

Resource Development

Goals For 2017-2018 Fund Drive Year:

- Total New Pledges and Gifts to Highlander Club \$1,200,000
- Membership in Radford Athletics Club 1,500 Members

Fund Year To Date:

- Gifts and Pledges \$1,209,556
- Membership in Radford Athletics Club 831 Members

Historical Gifting and Highlander Club Membership:

<u>Year</u>	<u>Gifting</u>	<u>Members</u>
2016-17	\$934,354	1,069
2015-16	\$863,242	451
2014-15	\$520,395	280
2013-14	\$585,958	310

Intercollegiate Athletics

Resource Development

Radford Sports Properties Revenue Update:

- Overall Revenue: \$354,125 (\$257,875 cash, \$96,250 trade)
- Overall Percentage to Budget: 107% (\$330,000)
- Cash Revenue Target: 112% (\$230,000)
- Trade Revenue Target: 96% (\$100,000)

Surpassed 2016-17 revenue total (\$268,050) by \$86,000



Intercollegiate Athletics

Special Events

HIGHLANDER PRIDE WEEKEND

Thursday, April 26

Red & White Gala (Farmhouse; 6-9 p.m.)

Friday, April 27

Highlander Open (River Course; 1 p.m. Shotgun Start)

Saturday, April 28

Highlander Half Marathon (8 a.m.)

Highlander 5K (9:30 a.m.)

Post-race Festival (Bisset Park)



Discussion

February 2018 Meeting Minutes

RADFORD UNIVERSITY

Board of Visitors

RADFORD UNIVERSITY

Board of Visitors

GOVERNANCE, ADMINISTRATION AND ATHLETICS COMMITTEE MEETING
3:45 P.M.
FEBRUARY 15, 2018
MARY ANN JENNINGS HOVIS MEMORIAL BOARD ROOM
THIRD FLOOR, MARTIN HALL, RADFORD, VA

DRAFT
MINUTES

COMMITTEE MEMBERS PRESENT

Dr. Rachel D. Fowlkes, Chair
Ms. Georgia Anne Snyder-Falkinham, Vice-Chair
Mr. Gregory A. Burton
Ms. Lisa Throckmorton

COMMITTEE MEMBERS ABSENT

Mr. James R. Kibler, Jr.
Mr. Steve A. Robinson

OTHER BOARD MEMBERS PRESENT

Mr. Mark S. Lawrence, Rector
Mr. Robert A. Archer

OTHERS PRESENT

President Brian O. Hemphill
Ms. Stephanie Ballein, Senior Associate Athletic Director
Mr. Joe Carpenter, Vice President for University Relations and Chief Communications Officer
Ms. Karen Castele, Secretary to the Board of Visitors/Special Assistant to the President
Mr. Fraser Colmer, Senior Student Athlete
Mr. Cory Durand, Associate Athletic Director for External Operations
Ms. Stephanie Jennelle, Associate Vice President for Finance and University Controller
Mr. Danny Kemp, Vice President for Information Technology and Chief Information Officer
Mr. Robert Lineburg, Director of Athletics
Ms. Margaret McManus, University Auditor
Mr. Ed Oakes, Associate Vice President for Information Technology
Mr. Chad Reed, Associate Vice President for Budget and Financial Planning
Ms. Ashley Schumaker, Chief of Staff, Office of the President
Dr. Dietra Trent, Former Secretary of Education, Commonwealth of Virginia
Mr. Allen Wilson, Senior Assistant Attorney General, Commonwealth of Virginia
Radford University Faculty and Staff

CALL TO ORDER

Dr. Rachel D. Fowlkes, Chair, called the meeting to order at 3:46 p.m., in the Mary Ann Jennings Hovis Memorial Board Room, Third Floor, Martin Hall, Radford University, Radford, Virginia.

APPROVAL OF AGENDA

Dr. Fowlkes requested a motion to approve the February 15, 2018 agenda, as published. Ms. Lisa Throckmorton so moved, Mr. Gregory A. Burton seconded and the agenda was unanimously approved as published.

APPROVAL OF MINUTES

Dr. Fowlkes requested a motion to approve the December 7, 2017 minutes, as published. Ms. Snyder-Falkinham so moved, Ms. Throckmorton seconded the motion and the minutes were unanimously approved as published.

INFORMATION TECHNOLOGY REPORT

Mr. Danny M. Kemp, Vice President for Information Technology and Chief Information Officer, announced notification of changes to the following policies: Information Technology Infrastructure, Architecture, and Ongoing Operations Policy; Information Technology Project Management Policy; Information Technology Security Policy; and Information Technology Accessibility Policy. Mr. Kemp noted that the full Board approved the policies in 2008, and the President was delegated to approve changes with notifications of any changes to the Board. A copy of Mr. Kemp's report is attached hereto as **Attachment A** and is made a part hereof.

INTERCOLLEGIATE ATHLETICS REPORT

Mr. Robert Lineburg, Director of Athletics, presented President Brian O. Hemphill with a framed jersey on behalf of the Athletics Department in recognition of his strong support and leadership. For his regular report, Mr. Lineburg introduced Ms. Stephanie Ballein, Senior Associate Athletic Director, and Mr. Fraser Colmer, former student-athlete, who presented the new platform for student-athlete development, called GAMEPLAN. Mr. Colmer has completed GAMEPLAN and spoke first-hand about the benefits. The first modules are designed for freshman and sophomore students and are focused on time management skills. The second modules are designed for junior and senior students and support professional development skills and life after college. Ms. Stephanie Ballein stated the Mentor Marketplace would be piloted with the volleyball team recruiting five or six alumni to work directly with the student-athletes.

Mr. Lineburg commended the academic excellence of Radford's student athletes noting that we have a 993.5 percent All-Sport academic performance rate for 2016-2017. The resource development goals are on track with resource development surpassing the 2016-2017 total by \$77,000, while continuing to generate new sales with the remainder of basketball season and into spring sports. Mr. Lineburg also provided an overview of Highlander Pride Weekend, which will feature three special events: the Red and White Gala on April 26, 2018; the Highlander Open on April 27, 2018; and the Highlander Half Marathon on April 28, 2018. A copy of Mr. Lineburg's report is attached hereto as **Attachment B** and is made a part hereof.

GOVERNANCE

Dr. Fowlkes highly encouraged Committee members to consider attending the upcoming National Conference on Trusteeship hosted by the Association of Governing Boards of Universities and Colleges (AGB).

Dr. Fowlkes asked for a motion to move forward with a call for nominations for Board officers, specifically Rector and Vice Rector, beginning on February 16, 2018. The motion was made by Mr. Gregory A. Burton and seconded by Ms. Lisa Throckmorton. The motion was approved and the call for nominations will remain open through March 2, 2018. Dr. Fowlkes will receive all nominations on behalf of the Committee.

ADJOURNMENT

With no further business to come before the Committee, Dr. Fowlkes requested a motion to adjourn the meeting. Ms. Snyder-Falkinham made the motion to adjourn, Mr. Burton seconded and the motion carried unanimously. The motion passed. The meeting adjourned at 4:18 pm.

Respectfully submitted,

Karen Castele
Secretary to the Board of Visitors

Information Technology Report

Governance, Administration and Athletics Committee

RADFORD
UNIVERSITY

Agenda

- Highlights of Major Accomplishments
- Notification of Changes to IT Policies
 - Information Technology Infrastructure, Architecture and Ongoing Operations Policy
 - Information Technology Project Management Policy
 - Information Technology Security Policy
 - Information Technology Accessibility Policy

Questions?

Technology Support for the IMPACT Program

- The Division of Information Technology (DoIT) continues to assist the IMPACT competency based education program with a variety of technology needs.
- Technology including networking, wireless, phones, printers, copiers and AV hardware, was installed and configured at RU West to support the move of this program to the new location.
- A new server was configured for Tableau to provide data analytics support.
- A new contract with Desire 2 Learn (D2L) and Kaltura was negotiated and signed providing for a more robust learning management system. Planning and configuration of this new LMS is currently underway along with support of DoIT staff.
- Completed process for loading new IMPACT students into Library system for access to Library resources.
- Discussions and design work continue about how to integrate this program with the student information system to support the expected student enrollment growth including students from the ASSET program.

Virtual Computer Lab Rollout

- Faculty and students now have access to university licensed software through a new 48-seat virtual lab environment hosted by Navisite. This environment provides access to SAS, SPSS, Maple, JMP, ArcGIS and other software that students were previously required to visit the campus computer labs to access. This system allows students to access this software from their existing PC, Mac or tablet device 24x7 from any Internet connection. A training session was provided for faculty during Our Turn.
- An older on premise Citrix based solution has been decommissioned as a result of this new system.

DUO Two-Factor Authentication Rollout

- Implementation of two-factor authentication using DUO for web based services has moved to the next phase with DoIT staff now enrolling to validate functionality before enrollment is opened up to the campus community. Two-factor authentication reduces the impact of phishing and comprised passwords by requiring a physical device or code in addition to a password to login.
- Documentation for end users has been completed and added to the OneStop Solutions Library.
- A Duo website providing information about the project and resources for end users was completed.
- A communication and deployment plan was developed and is currently being implemented.
- The development work to integrate Duo self-enrollment and device management with the Identity Management Self-Service interface was completed.

Online Proctoring Pilot

- Online proctoring is being piloted by faculty in several online courses during the spring semester. Online proctoring uses a webcam and microphone to record the actions of a student while they are taking an online exam. Faculty are alerted of any anomalies during the exam and can review the recording to validate the identity of the student and any academic integrity concerns.

Technology Planning for Nursing Clinical Simulation Center Move to Cook Hall

- Planning and assistance is underway to support the move of the Nursing Clinical Simulation Center from RU West to Cook Hall. In December, network and AV hardware was removed from Cook Hall. Planning for wiring and hardware purchases is now underway to complete this project over the summer.

Office 365 Email Migration

- The final phase of migrating the campus email system from an on premise Exchange system to Office 365 is now underway. The move of retiree mailboxes was completed in early January. The remaining task is to complete the move of club and departmental accounts to this new environment.

VoIP Phone System Upgrade

- An upgrade to the campus VoIP phone systems was completed on January 4, transitioning the call manager, voicemail server and call queuing systems to the latest stable software version.

Departmental File Storage Server Upgrade

- A hardware upgrade to the campus departmental file storage server was completed on January 9, moving this environment to the latest operating system with additional storage capacity for the campus community.

Patching for Processor Vulnerability (Meltdown/Spectre)

- With news of several new processor vulnerabilities (Meltdown and Spectre) released in early January, DoIT has been working to patch all systems.
- VMWare, Red Hat and Windows server updates were installed to protect against these vulnerabilities in the data center.
- Updates were approved for campus windows computers.
- A message was communicated to the campus community encouraging users to update their university owned and personal devices.
- DoIT continues to monitor this situation closely as vendors continue to release firmware and other updates to help mitigate the risks of vulnerability.

Technology Support Services Statistics

- Processed 1,818 support requests between December 1 and January 17.
- 21 technology-training workshops were offered during Our Turn to provide faculty and staff with opportunities to enhance their technology skills.
- 3 Mac and PC deployment classes were held with 19 participants receiving new machines.
- 294 web enabled video meetings were conducted between December 1 and January 17 with 1,338 participants.

Large Print Jobs

- 21,000 Admissions "Apply Online" Postcards
- More than 18,000 various types of holiday cards, postcards, envelopes & inserts
- 5,600 Personalized Admissions letters and envelopes to parents of newly admitted students

Campus Electronic Learning Spaces

- Upgraded close to 40 electronic classrooms campus-wide with improved imaging equipment and wireless presenters.

Radio Station WVRU Biennial FCC Filing

- A Commonwealth provided attorney is in the process of updating and filing current RU Board of Visitor information as owners of public radio station WVRU.
- The next biennial FCC filing must be submitted by March 1, 2018.

Admissions Enhancements

- Banner baseline functionality for auto-admission has been configured to code students automatically when certain criteria are met.
- Imaging processes have been configured and testing has begun for the automatic imaging of admissions applications received from Royall.
- Significant progress has been made in reporting and automation of Admissions processes to improve the Admissions workflow.
- Territory Manager, Athletics and RN-BSN reports were created and scheduled to run on a routine bases to support staff in admission efforts.

Banner 9

- The testing environment preparation for the Banner 9 Administrative Pages is being finalized.
- End user testing will begin in February 2018.
- Go live dates for Banner 9 Administrative Pages will be determined once testing is complete, but is required by December 2018.

Enterprise Reporting Enhancements

- The reporting environment underwent several upgrades to enhance performance.
- New and faster hardware was installed in the production environment to support reporting from the ODS reporting database.
- Cognos Analytics was upgraded to 11.0.7 to mitigate issues identified by the end user community.

Finance Cardinal/CIPPS Project

- The Cardinal Payroll Change Network team confirmed RU's mock conversions from Banner were completed successfully in December.
- Multiple updates and system changes continue to be assessed and applied to prepare for interface testing in March 2018.
- The implementation date of Cardinal Payroll project has been modified by the state Cardinal Payroll Steering Committee. The implementation date was moved from October 2018 to March 2019.

Finance Chrome River (electronic travel and expense management system) Implementation

- Enterprise Systems continues to work with Finance & Administration and Chrome River to prepare for a full campus rollout of Chrome River in the spring of 2018.
- Additional functionality is under review and changes for a complete implementation are being assessed.

Finance eStore implementation

- The Nelnet eStore application is expected to be configured and ready for use at the end of January 2018.

Human Resources PeopleAdmin Upgrade to Select Suite

- Select Suite Performance Management for the 2018 performance management plan was configured and released for all employee classes in December 2017.
- Interfaces are currently being finalized and tested to completely automate Select Suite to Banner integration.

Registrar Online Graduation Application Pilot

- The Banner baseline online graduation application has been configured and testing completed for a pilot to begin for the 2018 spring term.

Registrar Parchment Implementation

- Official electronic transcript processing went live September 25th.
- Between September 25 and December 31 there were 2429 transcripts delivered.

Space Scheduling Office Support

- Support is underway to build, test and implement an interface between AdAstra and Event Management System software to be used in the new campus scheduling office.
- The office is expected to begin utilizing the new workflow in February 2018.

Identity Services

- Completed EDUCAUSE Core Data Service survey.
- Completed revisions to four Information Technology policies required for Level II Operating Authority.

End User Security Awareness Training

- The migration to a more robust end user security awareness training solution offered by SANS Securing the Human is underway and scheduled for completion by April 2018. The previous system, MOAT, is being retired. New employees and contractors are currently piloting the SANS training and providing feedback.

Disaster Recovery Exercise

- DoIT completed a table-top disaster recovery exercise in December to mimic multiple unexpected outages across multiple areas. The office of Emergency Preparedness and University Relations participated in the event and provided input. Outcomes of the exercise include working through these unexpected outages with diverse teams, enrolling IT staff members in the Incident Command System emergency preparedness course and subsequent planning on how to handle other potential disasters to campus IT infrastructure.

Server Firewall Replacement Project

- Maintaining a high level of security is critical for today's IT environments.
- Rollout of a next generation firewall with intrusion prevention capabilities is progressing as planned and will continue throughout the spring.

Technology Planning for Reed and Curie Renovation

- DoIT staff continue to provide feedback to the architects on the infrastructure and audio/visual architecture for the Reed Hall renovation.
- Continue to assist with technology needs for those faculty/staff displaced out of Reed/Curie by this project; and to remove existing technology components from Reed/Cuire.

CAS/Shibboleth Single Sign-On Project

- Integrations were completed or updated for VisualZen(New Student Orientation)
- Integrations are underway for Nelnet E-Store and Cognos reporting.

Zoho Project Management Tool

- The Zoho Projects portal and the Zoho Reports module configurations continue to be updated as the number of users increase and new customizations are needed or requested.
- Hands-on training in group sessions and in one-on-one meetings continue as more users are requesting the tool.

Google Search Migration for radford.edu

- Replaced Google Custom Search with Google Search for Education/Non-profits for the RU website. This new search engine has settings to control search results such as sort order, url exclusions, weighting of search results, etc.

Non-Emergency Texting (Mongoose)

- Admissions and Financial Aid are now using Mongoose for text messaging to prospective and new students.
- Communications plans have been developed and submitted to VPs for review and approval.

- A SSB page for current students to opt-in and automatically load into Mongoose nightly was rolled-out in January.
- Registrar, Residential Life and Bursar plan to start texting currently enrolled students during the spring semester.

ServiceNow Upgrade

- The IT service management system has been migrated to Jakarta version 2. This was a major upgrade providing additional features for Third Party Vendor Risk Management/Governance.

Intercollegiate Athletics

RADFORD
UNIVERSITY

Agenda

Board of Visitors Presentation

- Student-Athlete Experience
- Culture
- Academic Excellence
- Competitive Excellence
- Resource Development
- Branding
- Special Events

Intercollegiate Athletics

Student-Athlete Experience

Implementing a new comprehensive platform for student-athlete development

GAMEPLAN

- Focus on Academic and Career Services/Life Skills
- Mentor Marketplace
- NCAA Mandated Sexual Violence Program



Intercollegiate Athletics

Culture

- Stu Brown, LLC
 - Status of Men's Basketball Compliance Review
- Big South Compliance Review
- All Staff Spring Meeting



Intercollegiate Athletics

Academic Excellence

- 63% - Big South Honor Roll
- 45% - Radford Dean's List
- 14 of 16 teams over 3.0 GPA Fall Term
- 15 of 16 teams over 3.0 cumulative GPA
- 31 perfect 4.0 GPAs
- 88% Graduation Success Rate
- 993.5 All-Sport Academic Performance Rate for 2016-2017



Intercollegiate Athletics

Competitive Excellence

Big South Sasser Cup Standings

- Winter Sports
 - Men's Basketball
 - Women's Basketball
 - Women's Indoor Track and Field
- Spring Sports
 - Baseball/Softball
 - Women's Lacrosse
 - Men's and Women's Golf
 - Men's and Women's Tennis
 - Women's Outdoor Track and Field



Intercollegiate Athletics

Resource Development

GOALS FOR 2017-2018 FUND DRIVE YEAR:

- Total New Pledges and Gifts to Highlander Club \$1,200,000
- Membership in Radford Athletics Club 1,500 Members

FUND YEAR TO DATE:

- Cash and Pledges \$565,671
- Cash and Endowment Pledge In Place \$600,000
- Membership in Radford Athletics Club 587 Members

Intercollegiate Athletics

Resource Development

Radford Sports Properties Revenue Update:

- Overall Revenue: \$345,375 (\$250,625 cash, \$94,750 trade)
- Overall Percentage to Budget: 105% (\$330,000)
- Cash Revenue Target: 109% (\$230,000)
- Trade Revenue Target: 95% (\$100,000)

Surpassed 2016-17 revenue total (\$268,050) by \$77,000 – Continuing to generate new sales with the remainder of basketball season and into spring sports (Baseball, Softball and Women's Lacrosse)

Associate AD for Advancement

Intercollegiate Athletics

Branding

Royalty Revenue

- Up 16% (FY 18 - \$63,312.27 compared to FY 17 - \$54,358.54)
- 2017 (Q4) had a 29% increase compared to 2016 (Q4)



Intercollegiate Athletics

Special Events

HIGHLANDER PRIDE WEEKEND

Thursday, April 26

Red & White Gala (Farmhouse; 6-9 p.m.)

Friday, April 27

Highlander Open (River Course; 1 p.m. Shotgun Start)

Saturday, April 28

Highlander Half Marathon (8 a.m.)

Highlander 5K (9:30 a.m.)

Post-race Festival (Bisset Park; Time TBD)



Intercollegiate Athletics

Questions?

End of Board of Visitors Materials

