

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**

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 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. 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 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.

Academic Support Services	Roanoke Campus	Main Campus
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

Personal, Social and Cultural Support Services	Roanoke Campus	Main Campus
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
Other Support Services	Roanoke Campus	Main Campus
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.

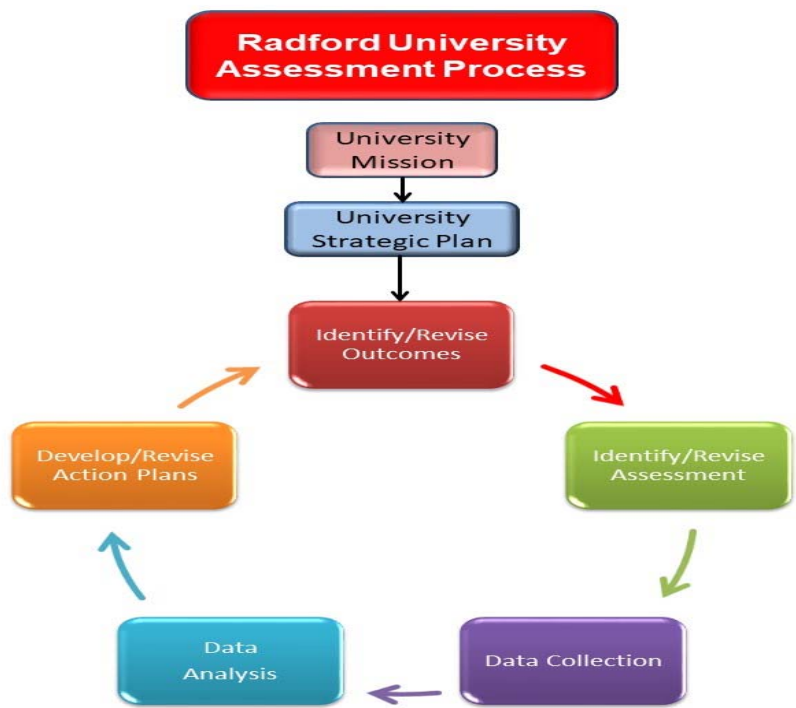
In addition to the facility services provided for under the lease with Carilion Clinic, all administrative and management functions formerly provided by Carilion Clinic will be absorbed by existing Radford University resources. Jefferson College of Health Sciences operational management will transfer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

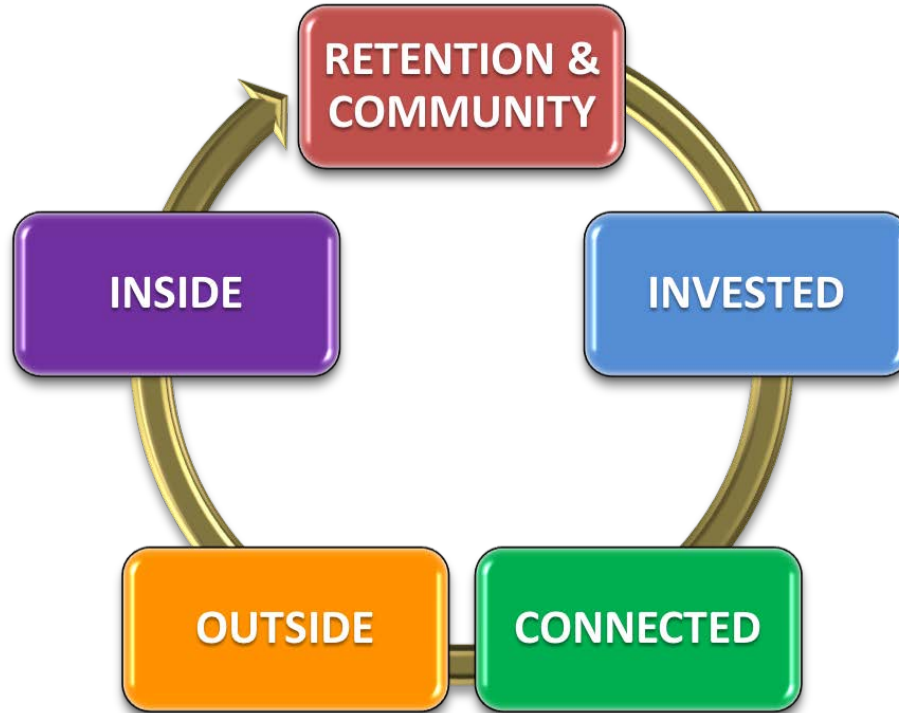
Provide copies of documents appropriate to the change. For a merger/consolidation or an acquisition, the prospectus must include a complete list of all off-campus instructional sites including branch campuses that will exist after the merger/consolidation or acquisition; a template with instructions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



Building Community



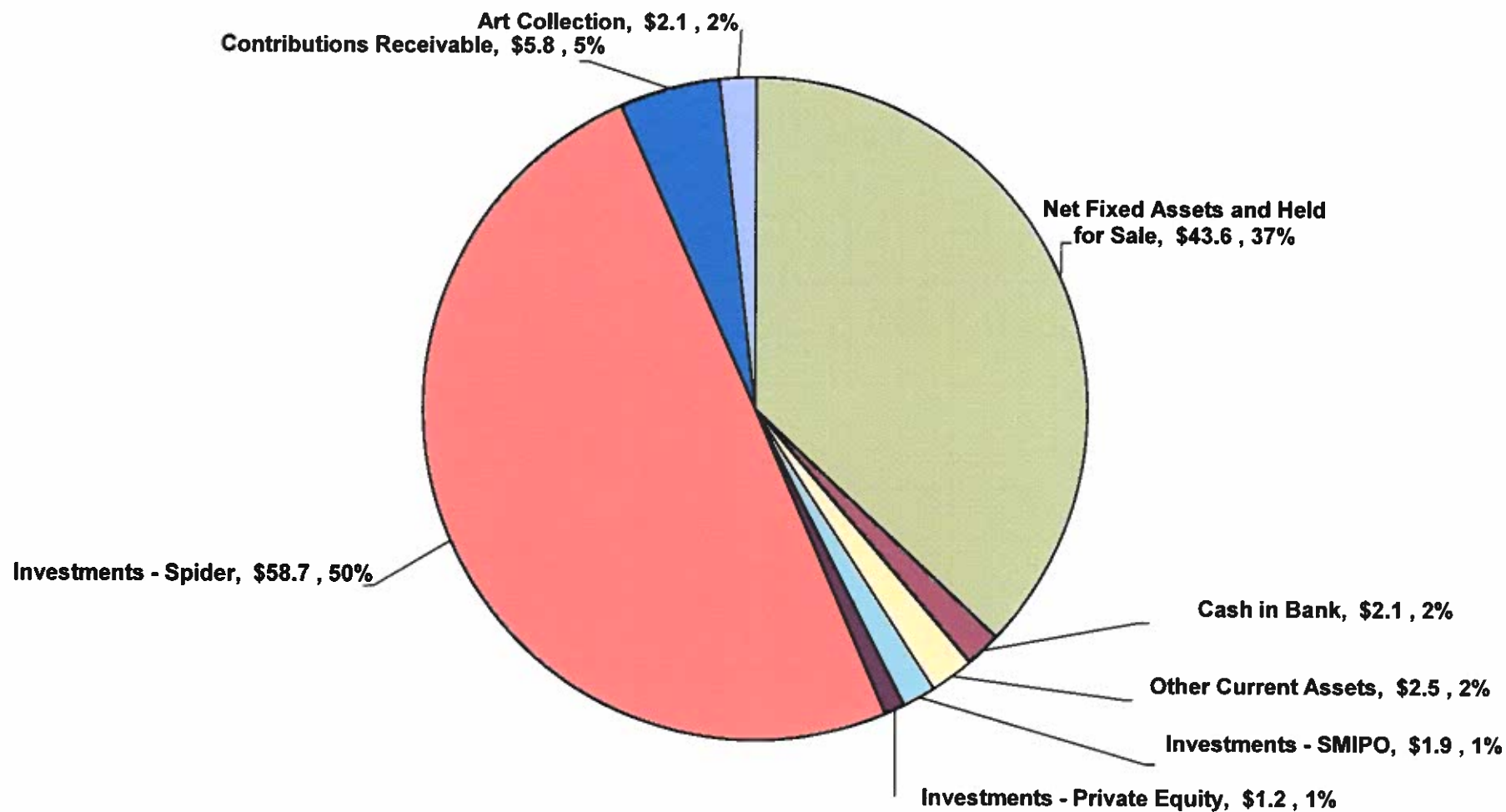
Further Action

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

*INNOVATIVE MOBILE
PERSONALIZED ACCELERATED
COMPETENCY TRAINING*

Presentation Outline

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



RADFORD UNIVERSITY

Objectives: Vinod Chachra IMPACT Lab

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

1. Empower *working adults* with career advancing skills →



2. Strengthen our *strategic partners' workforce* →



RADFORD UNIVERSITY

Overview: Vinod Chachra IMPACT Lab

Rapidly develop workforce in high demand areas



Cybersecurity



Geospatial
Intelligence



K-12 Education

RADFORD UNIVERSITY

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.

RADFORD UNIVERSITY

Overview: Vinod Chachra IMPACT Lab

IMPACT is grounded in research:

- Learning Sciences & Instructional Design
- Scenario-Based & Game-Based Learning
- Learning Analytics



RADFORD UNIVERSITY

Results: IMPACT Lab Launch

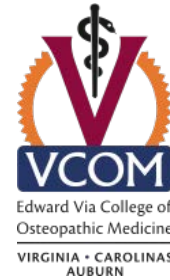
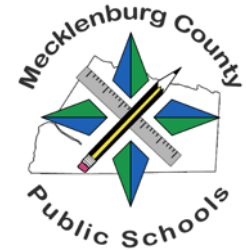
September 8, 2017



RADFORD UNIVERSITY

Results: IMPACT Lab Partnerships

Partnered with 13 companies and organizations in Virginia



RADFORD UNIVERSITY

Results: Gift from Dr. Vinod Chachra

March 2018

- Dr. Chachra provided a significant contribution.
- The Vinod Chachra IMPACT Lab was named in his honor.



RADFORD UNIVERSITY

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

- 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

RADFORD UNIVERSITY

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.

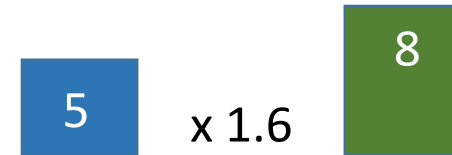


RADFORD UNIVERSITY

Results: Strategic Plan Projected versus Actual

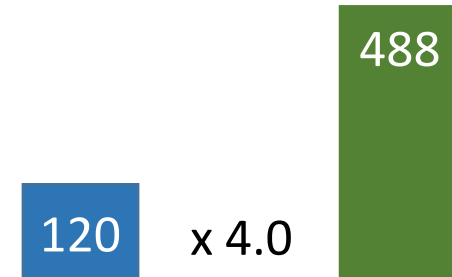
- Fall 2017: we projected enrolling 5 learners.

- The actual number was **8**.



- Fall 2018: we projected enrolling 120 learners.

- The actual number was **488**.



Radford University 2018-2023 Strategic Plan

RADFORD UNIVERSITY

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



RADFORD UNIVERSITY

VINOD CHACHRA IMPACT LAB

2018 Annual Report

*INNOVATIVE MOBILE
PERSONALIZED ACCELERATED
COMPETENCY TRAINING*

Jefferson College of Health Sciences Update and Draft Prospectus Review

December 7, 2018

SACSCOC Prospectus Outline

- 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.

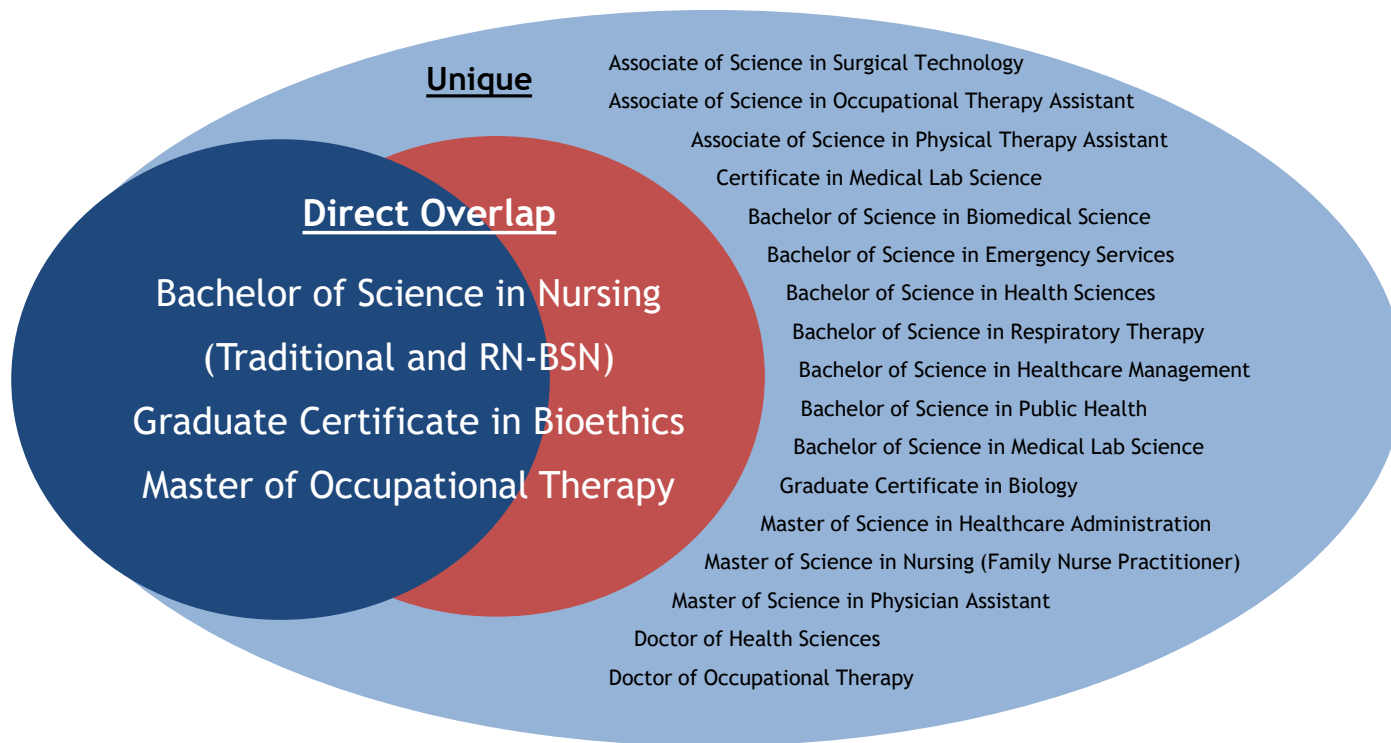
SACSCOC Prospectus Timeline

- 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 residential campus	~100,000 sq. ft. urban 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
	69 Total Program Offerings	22 Total Program Offerings
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

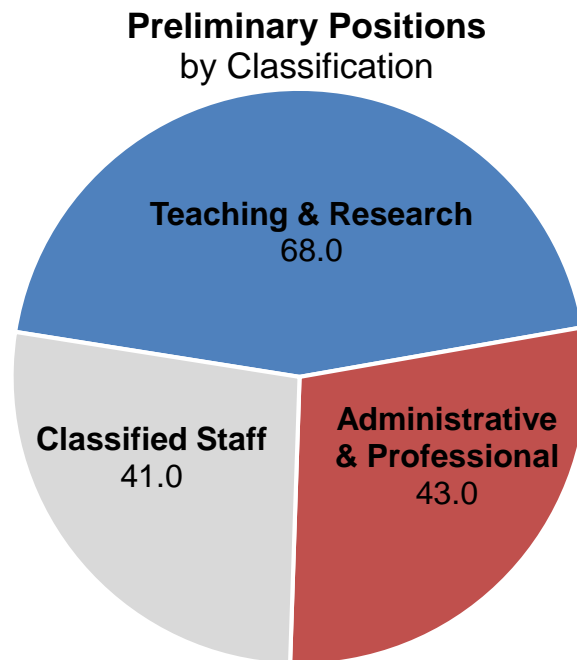
- Continued Meetings of Executive Committee
- Continued Meetings of Steering Committee
- Continued Meetings of Various Subcommittees
- Formation of Legal Working Group

Recent Targeted Outreach

- 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**



Letters of Intent Distribution

- 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

Letters of Intent Distribution (*Continued*)

- 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*)

- Classified Staff
 - January 15, 2019 (*estimated 20 notifications*)
 - February 15, 2019 (*estimated 11 notifications*)
 - March 15, 2019 (*estimated 10 notifications*)

Current and Future State

- 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
Total Revenue	\$22,643,678	\$22,341,670
Personal Services	\$14,972,577	\$14,642,525
Non-Personal Services	6,156,067	6,651,085
Total Direct Expense	\$21,128,644	\$21,293,609
Returned Support	1,515,034	1,048,061
Total Expenses	\$22,643,678	\$22,341,670
Net Surplus/(Deficit)	\$0	\$0

Proposed Operational Budget *(Continued)*

	<u>JCHS Financials</u>	<u>Preliminary Allocations</u>
Revenue		
Non-General Fund		
Tuition and Fees	\$25,761,360	\$23,758,415
Scholarships	(3,293,215)	(3,300,000)
Net Receivables	\$22,468,145	\$20,458,415
Sales & Services	133,184	133,484
Other Revenue	42,349	42,349
Total Non-General Fund	\$22,643,678	\$20,634,248
General Fund	0	1,707,422
Total Revenue	\$22,643,678	\$22,341,670

**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

