

RADFORD UNIVERSITY

Board of Visitors

**ANNUAL RETREAT
JULY 10-11, 2018
THE HOMESTEAD
7696 SAM SNEAD HIGHWAY, HOT SPRINGS, VIRGINIA**

**DRAFT
MINUTES**

JULY 10, 2018

BOARD MEMBERS PRESENT

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

BOARD MEMBER ABSENT

Mr. Randy J. Marcus

OTHERS PRESENT

President Brian O. Hemphill
Ms. Ashley Schumaker, Chief of Staff, Office of the President
Ms. Karen Castele, Secretary to the Board of Visitors/Special Assistant to the President
Mr. Allen Wilson, Senior Assistant Attorney General, Commonwealth of Virginia
Ms. Wendy Lowery, Vice President for University Advancement (Afternoon Presentation)
Ms. Kitty McCarthy, Vice President for Enrollment Management (Afternoon Presentation)

CALL TO ORDER

Mr. Mark S. Lawrence, Rector, called the meeting to order at 10:00 a.m. in the Chesapeake Room of The Homestead in Hot Springs, Virginia. Rector Lawrence welcomed everyone and began the meeting by presenting the recap video of the 2018 Spring Commencement as a reminder that students are at the center of all decisions made by the Board and University.

APPROVAL OF AGENDA

Rector Lawrence requested approval of the agenda as published. Mr. Robert A. Archer, Vice Rector, so moved, Mr. Gregory Burton seconded, and the agenda was unanimously approved.

INTRODUCTION AND OVERVIEW

Rector Lawrence provided a brief overview of the two-day meeting. He also thanked everyone for taking valuable time from their schedules in order to attend the retreat and to engage in valuable discussions.

PROTOCOL AND COMMUNICATION

Rector Lawrence and Ms. Ashley Schumaker provided a briefing on protocol, flow and Radford University staff commitments in responding to Board member information requests. The presentation is attached hereto as *Attachment A* and is made a part hereof.

2017-2018 REVIEW AND 2019-2019 PREVIEW

President Brian O. Hemphill reviewed with Board members the many significant accomplishments from 2017-2018, including new partnerships; the launch of IMPACT and the subsequent naming of the Vinod Chachra IMPACT Lab; year-end philanthropic giving update; and events such as Homecoming, NCAA appearance, Highlander Pride Weekend and Commencement. In looking to the year ahead, President Hemphill updated the Board on the progress and the University's investments of the Strategic Plan and provided enrollment, retention and graduate rate projections. President Hemphill also updated the Board on the progress of the merger with Jefferson College of Health Sciences and the plans for a new academic building on campus, the Center for Adaptive Innovation and Creativity. The presentation is attached hereto as *Attachment B* and is made a part hereof. A handout containing Jefferson College merger communications was provided and is attached hereto as *Attachment C* and is made a part hereof.

SACSCOC ANNUAL BOARD SELF-EVALUATION

Ms. Ashley Schumaker led a Board self-evaluation discussion asking the questions – Is the Board structure working well? How does the Board maintain its focus on institutional mission? The Board members commented that the Board structure aligns well with the strategic planning and having faculty and student representatives have proven beneficial. The Board members concurred that discussions at meetings are thoughtful and consist of the University's mission and how to always place students first. The presentation and handout are attached hereto as *Attachment D* and *Attachment E*, respectively, and are made a part hereof.

BUILT TO LAST

Vice President for Advancement Wendy Lowery and Vice President for Enrollment Management Kitty McCarthy led a discussion of "Built to Last," a book written by Jim Collins and Jerry I. Porras focusing on successful habits of visionary companies. The presentation is attached hereto as *Attachment F* and is made a part hereof.

The meeting recessed at 4:15 p.m. The Board of Visitors members reconvened for a reception and dinner in the Tower Suite at The Homestead.

TUESDAY, JULY 11, 2018

BOARD MEMBERS PRESENT

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

OTHERS PRESENT

President Brian O. Hemphill
Dr. Kenna Colley, Interim Provost and Vice President for Academic Affairs
Mr. Chad Reed, Vice President for Finance and Administration
Ms. Ashley Schumaker, Chief of Staff, Office of the President
Ms. Karen Castele, Secretary to the Board of Visitors/Special Assistant to the President
Mr. Allen Wilson, Senior Assistant Attorney General, Commonwealth of Virginia

CALL TO ORDER

Rector Mark Lawrence called the meeting to order at 8:00 a.m. in the Chesapeake Room of The Homestead in Hot Springs, Virginia.

CLOSED SESSION

Rector Lawrence requested a motion to move into closed session. Mr. Marcus made the motion that the Radford University Board of Visitors convene a closed session pursuant to Section 2.2-3711 (A) Item (3) under the Virginia Freedom of Information Act for discussion or consideration of the acquisition of real property for a public purpose. Mr. Archer seconded the motion. The Board of Visitors went into closed session at 8:10 a.m.

RECONVENED SESSION

Following closed session, Rector Lawrence called the meeting to order at 8:40 a.m. On motion made by Mr. Marcus and seconded by Mr. Archer, 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
Mr. Gregory A. Burton	Yes
Ms. Krisha Chachra	Yes
Dr. Rachel D. Fowlkes	Yes
Dr. Susan Whealler Johnston	Yes
Mr. James Kibler	Yes
Mr. Randy J. 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.

INDEBTEDNESS OF STATE AGENCIES

Mr. Chad Reed, Vice President for Finance and Administration, provided information regarding the annual notification to members of the Board of Visitors related to indebtedness of state agencies. The handout is attached hereto as **Attachment G** and is made a part hereof.

CAMPUS SAFETY AND SECURITY

Mr. Reed provided the Board members with an overview of the University's Police Department and Office of Emergency Management including the measures that the University takes to provide campus safety and security. The presentation is attached hereto as **Attachment H** and is made a part hereof.

FACULTY TENURE AND PROMOTION

Dr. Kenna Colley, Interim Provost and Vice President for Academic Affairs, provided the Board members with an overview of tenure and promotion, including definitions and historical national, state and University data regarding tenure and tenure track faculty. The presentation is attached hereto as **Attachment I** and is made a part hereof.

CLOSING REMARKS

Rector Lawrence thanked members of the Board for attending the Board Retreat and expressed his appreciation for the meaningful dialogue, thoughtful questions and positive energy shared by all members. Rector Lawrence distributed a copy of the 2018-2019 committee assignments attached hereto as *Attachment J* and is made a part hereof.

The Rector announced the upcoming Board of Visitors meeting dates:

September 13-14, 2018

December 6-7, 2018

February 2019 – TBD

May 9-10, 2019

ADJOURNMENT

With no further business to come before the Board, Rector Lawrence asked for a motion to adjourn. Vice Rector Archer made the motion to adjourn and Mr. Greg Burton seconded. The meeting adjourned at 11:55 a.m.

Respectfully submitted,

Karen Castele

Secretary to the Board of Visitors/Special Assistant to the President

Protocol and Communication

RADFORD
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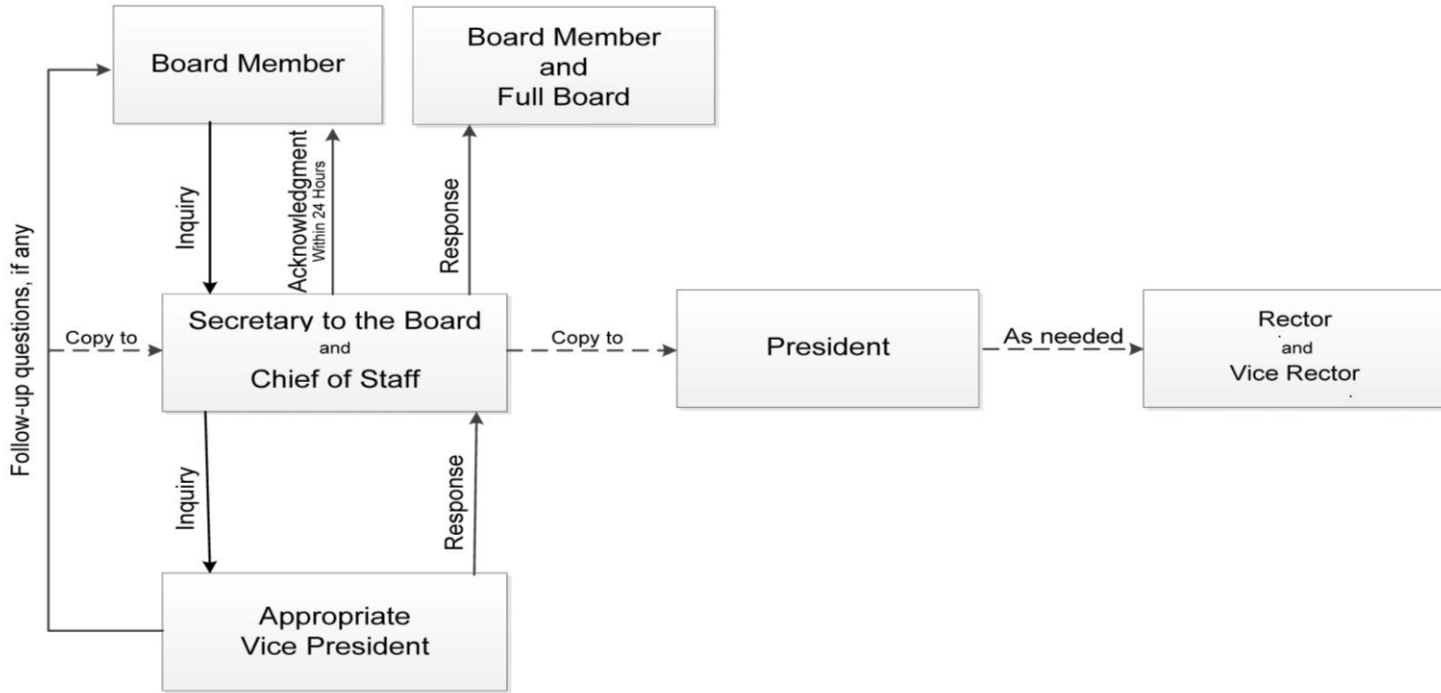
Roles and Responsibilities

- **Board Bylaws**
- **Board Officers (Rector Mark Lawrence and Vice Rector Bob Archer)**
- **Board Committees (Committee Chairs and Vice Chairs)**
 - Executive Committee
 - Academic Excellence and Research Committee
 - Business Affairs and Audit Committee
 - Governance, Administration, and Athletics Committee
 - Student Success Committee
 - University Advancement, University Relations, and Enrollment Management Committee

Requests for Information

- **Contact Board Secretary (*If E-mail, Copy Rector, President and Chief of Staff*) for Data/Information Requests**
 - Acknowledgement/Response within 24 Hours
 - Follow-Up (If Needed) within 72 Hours
 - Additional Research and/or Discussion (If Needed) with Vice President and Other University Officials
- **Collected Data/Information to be Shared with Full Board of Visitors (*Exceptions May Apply*)**

Flow of Communication



Types of Communication

- **Regular Communication**
 - Meetings, Retreats, New Member Orientations, Etc.
- **Three Levels of Additional Communication with Board Members**
 - High-Level/Advance Notice
 - Exploratory/Anticipation
 - Regular Campus Updates

2017-2018 Review and 2018-2019 Preview

RADFORD
UNIVERSITY

2017-2018 Review

The Commonwealth: NOVA Partnership Signing



The Future: IMPACT Program Launch



The World: Partnership Signings



FOLK ART FESTIVAL



FASHION SHOW



CHARIOT RACES



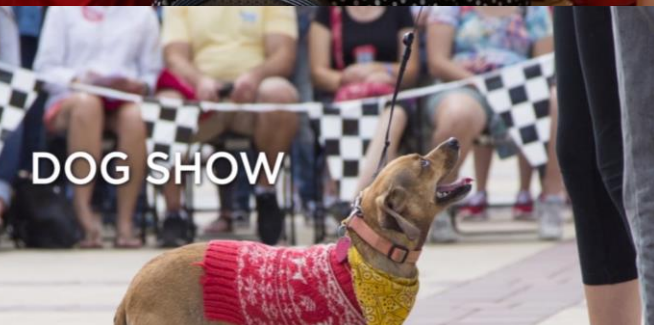
WOMEN OF
RADFORD

RADFORD
UNIVERSITY

HOMECOMING
AND
FAMILY WEEKEND
2017



ALUMNI
VILLAGE



DOG SHOW



VOLUNTEER LUNCHEON
RADFORD



ALUMNI LACROSSE

The Commonwealth: NRCC Partnership Signing



NEW RIVER
Community College



The Commonwealth: GMU Partnership Signing



The National Spotlight: March Madness



Naming of the Vinod Chachra IMPACT Lab



Second Annual Highlander Pride Weekend



RED & WHITE GALA

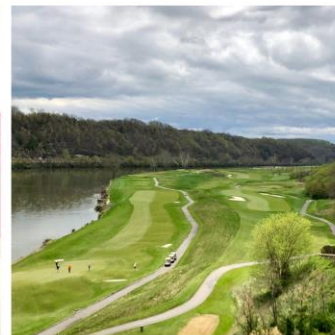
THURSDAY, APRIL 26 | THE FARMHOUSE
SILENT & LIVE AUCTIONS!

HIGHLANDER OPEN

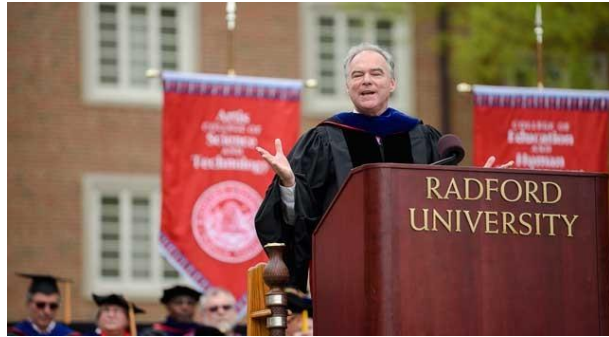
FRIDAY, APRIL 27 | 1:00 PM SHOTGUN START
PETE DYE RIVER COURSE | RADFORD, VA

HIGHLANDER HALF MARATHON & 5K

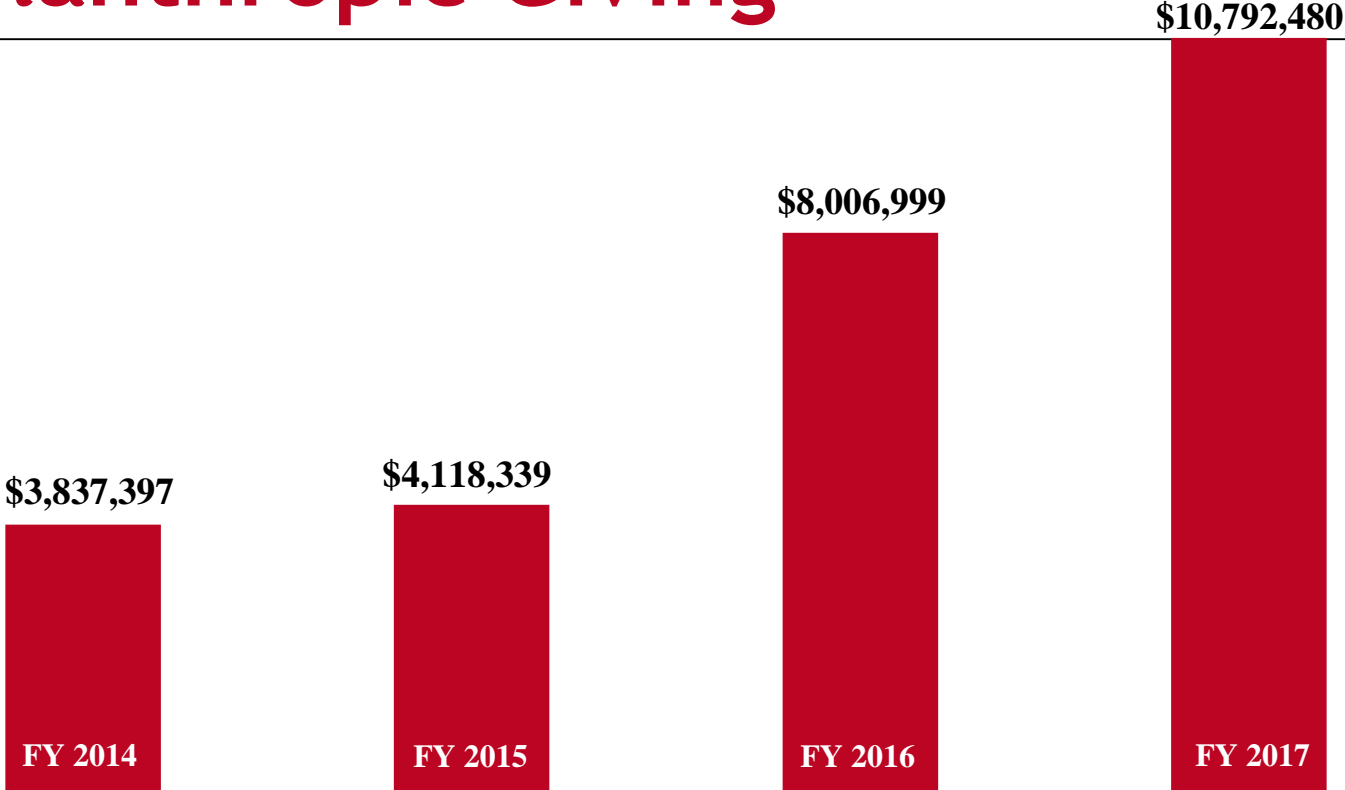
SATURDAY, APRIL 28 | RADFORD, VA
NEW FOR 2018: UPDATED RACE COURSES!



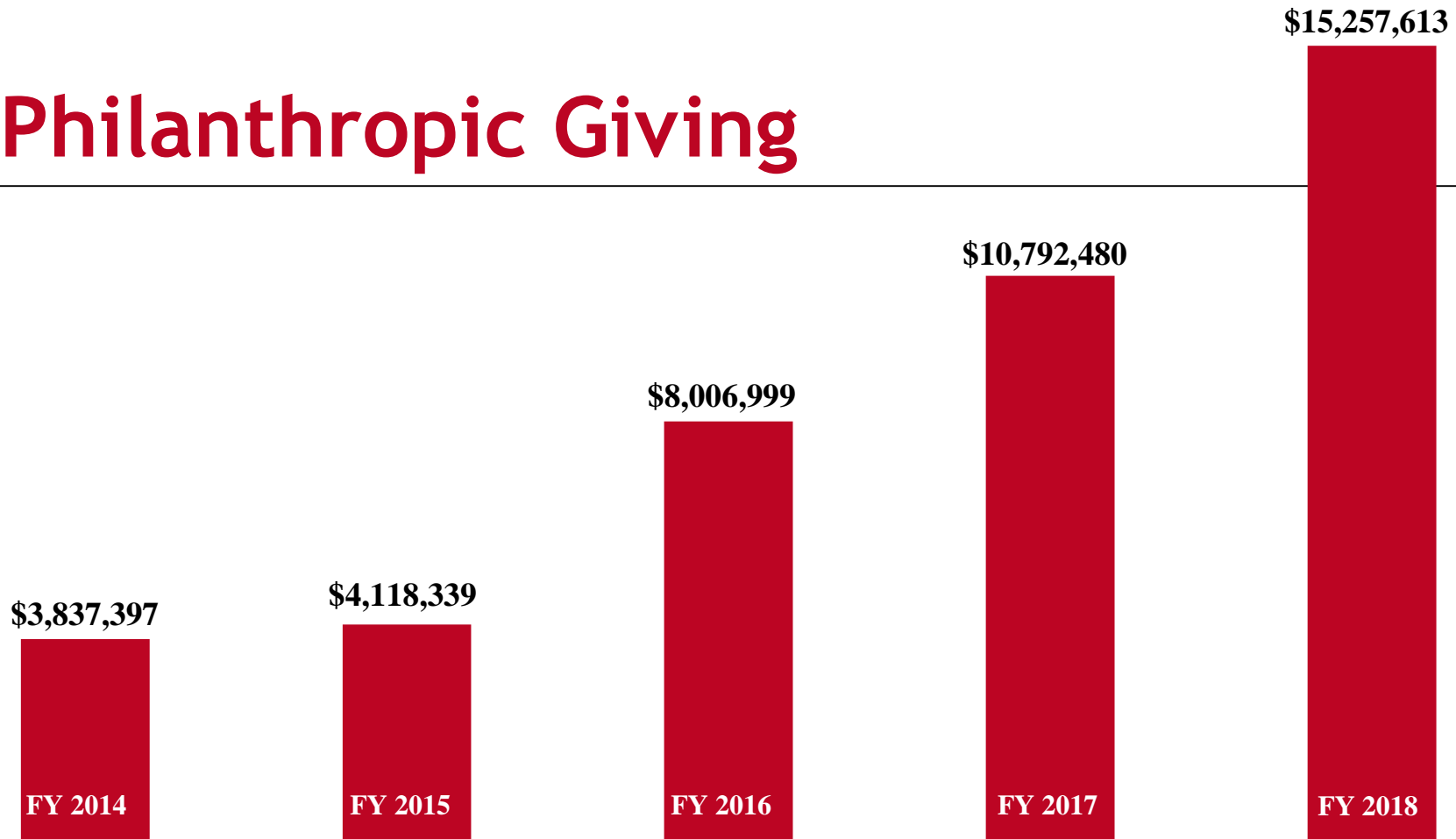
Student to Graduate to Alumni: Class of 2018



Philanthropic Giving



Philanthropic Giving

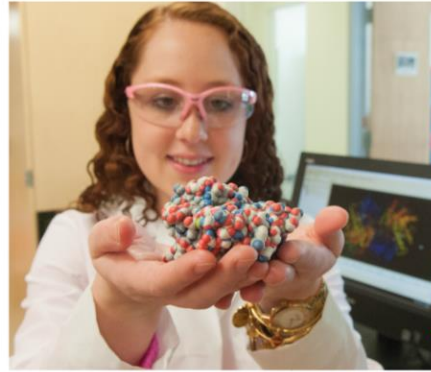




2018-2019

Preview

Academic Excellence and Research



Brand Identity



Economic Development and Community Partnerships



Philanthropic Giving and Alumni Engagement



Strategic Enrollment Growth



Student Success



Phase 1 Investment: Division Totals

	Funding	FTE
Academic Affairs	\$2,765,449	17.00
Enrollment Management	\$464,989	1.00
Student Affairs	\$293,998	4.00
University Advancement	\$352,592	3.00
University Relations	\$475,244	3.00
Central Administration	\$53,968	-
Finance and Administration	\$437,403	-
Information Technology	\$262,877	-
Total for All Divisions	\$5,106,520	28.00

Phase 1 Investment: Academic Affairs

		Funding	FTE
EDCP 2.A.1	Student Venture Lab Operating	\$183,370	2.00
EDCP 2.A.1	Student Venture Lab Outfit	\$450,000	
SEG 6.C	English Language Culture Institute	\$170,000	
AER 2.B.1	JCHS Integration	\$500,000	
AER 2.A.2	Center for Interprofessional Education and Practice	\$223,962	2.00
AER 4.F	Faculty Development	\$48,443	
ALL	Appalachian Outreach Institute	\$350,214	3.00
ALL	Faculty - Each College	\$611,814	6.00
ALL	Academic Administration Support	\$227,646	4.00
Sub-Total Academic Affairs		\$2,765,449	17.00

Phase 1 Investment: Enrollment Management

		Funding	FTE
SEG 2.A	Royall Contract	\$315,592	
SEG 8.A	Financial Aid Staff Support	\$59,397	1.00
SEG 2.B	Virtual Recruitment	\$50,000	
SEG 5.A	Veterans/Military Recruitment	\$20,000	
SEG 8.A	Rural Recruitment	\$20,000	
Sub-Total Enrollment Management		\$464,989	1.00

Phase 1 Investment: Student Affairs

		Funding	FTE
SS 1.B	Assistant Dean of Students	\$87,320	1.00
SS 1.B	Conduct Hearing Coordinator	\$65,852	1.00
SS 2.D	Administrative Assistant (Student Success and Retention	\$40,413	1.00
SS 2.A	Assistant Director (LGTBQ)	\$40,413	1.00
SS 1.D	Cultural Competency	\$60,000	
Sub-Total Student Affairs		\$293,998	4.00

Phase 1 Investment: University Advancement

		Funding	FTE
PGAE 1.A	Alumni Engagement Officer	\$81,576	1.00
PGAE 1.A	Leadership Annual Giving Officer	\$96,440	1.00
PGAE 3.A	Administrative Support	\$74,576	1.00
PGAE 3.C	Operational Support	\$100,000	
	Sub-Total University Advancement	\$352,592	3.00

Phase 1 Investment: University Relations

		Funding	FTE
EDCP 1.A	Economic Development	\$146,118	1.00
BI 1.A	Center for Highlander Engagement	\$133,126	2.00
BI 1.B	Highlander Advisory Board	\$6,000	
BI 1.E	Brand Identity	\$190,000	
Sub-Total University Relations		\$475,244	3.00

Enrollment Projections

Year	New Freshman	International (NEW)*	Transfer	Continuing Undergraduate	Total Undergraduate	Graduate	CBE**	Total Enrollment	Increase
Fall 2017	1,848	New initiative	662	5,908	8,418	1,000	5	9,418	New initiative
Fall 2018	1,903	50	682	5,979	8,614	1,031	120	9,765	3.6%
Fall 2019	1,961	100	702	6,057	8,820	1,062	240	10,122	3.7%
Fall 2020	2,020	150	723	6,221	9,114	1,095	480	10,689	5.6%
Fall 2021	2,081	200	745	6,426	9,452	1,130	960	11,542	8.0%
Fall 2022	2,143	250	767	6,644	9,804	1,165	1,500	12,469	8.0%
Fall 2023	2,207	300	790	6,877	10,174	1,200	2,000	13,374	7.3%

*Returning/continuing international students are included in the “Continuing Undergraduate” or “Graduate” categories.

Competency-based education (CBE) students are enrolled in the Innovative Mobile Personalized Accelerated Competency Training (IMPACT) Program, which launched in October 2017. As of the Fall 2017 census date, five students were enrolled; however, IMPACT is a year-round program that does not follow the traditional academic calendar or official census. **NOTE: The CBE initiative was included in Academic Excellence and Research and Economic Development and Community Partnership sections.

Enrollment Projections

Strategic Plan Enrollment Projections

Year	New Freshman	International (NEW)*	Transfer	Continuing Undergraduate	Total Undergraduate	Graduate	CBE**	Total Enrollment	Increase
Fall 2018	1,903	50	682	5,979	8,614	1,031	120	9,765	3.6%
Fall 2019	1,961	100	702	6,057	8,820	1,062	240	10,122	3.7%

Revised Enrollment Projections

Year	New Freshman	International (NEW)*	Transfer	Continuing Undergraduate	Total Undergraduate	Graduate	CBE**	Total Enrollment	Increase
Fall 2018	1,850	70	615	5,700	8,235	980	415	9,630	2.6%
Fall 2019	2,000	100	625	6,180	8,905	1,330	2,000	12,235	27.1%

Retention and Graduation Rate Projections

Year	Retention Rate	Graduation Rate
2016-2017	75.7%	55.2%
2017-2018	77%	59.3%
2018-2019	78.6%	59.8%
2019-2020	80.2%	60.3%
2020-2021	81.8%	60.8%
2021-2022	83.4%	61.3%
2022-2023	85%	62%

Source: Student Success and Retention Plan, 2017

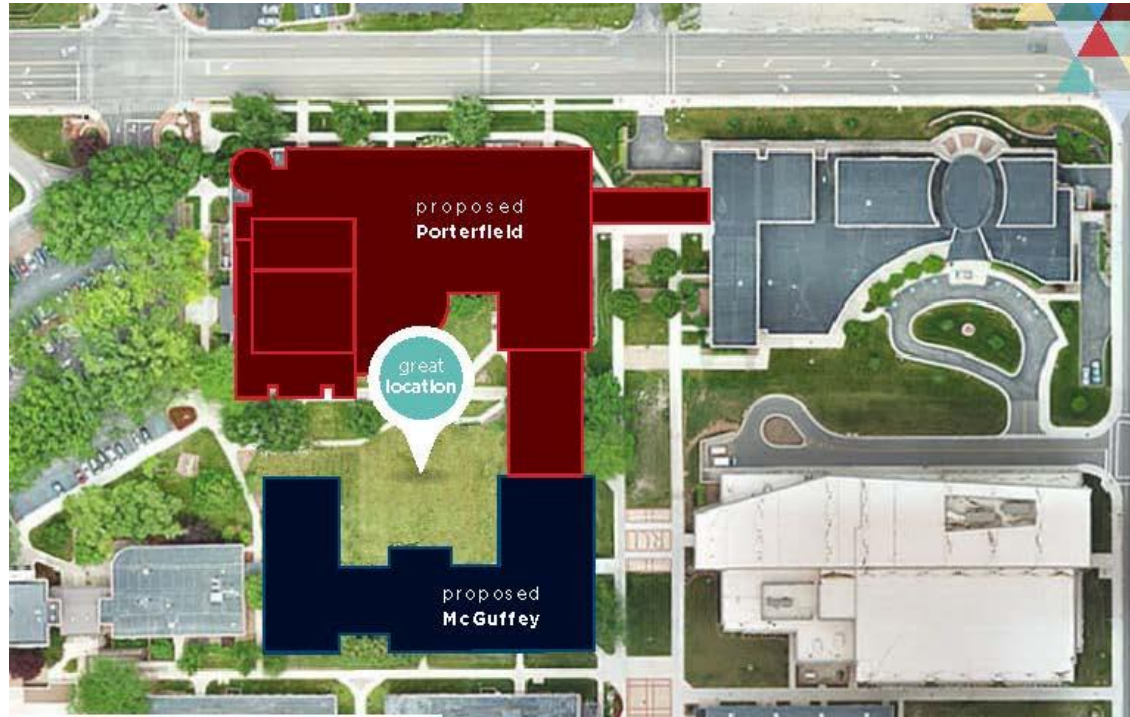
Jefferson College of Health Sciences Merger



Center for Adaptive Innovation and Creativity



Center for Adaptive Innovation and Creativity



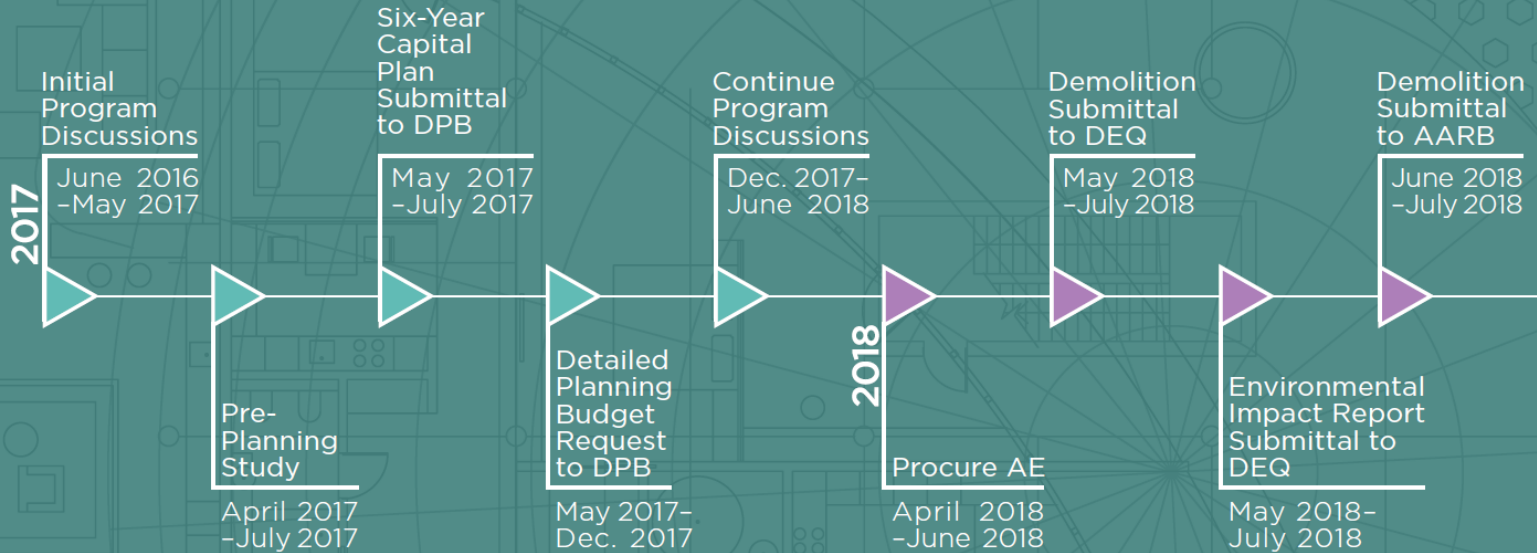
Center for Adaptive Innovation and Creativity



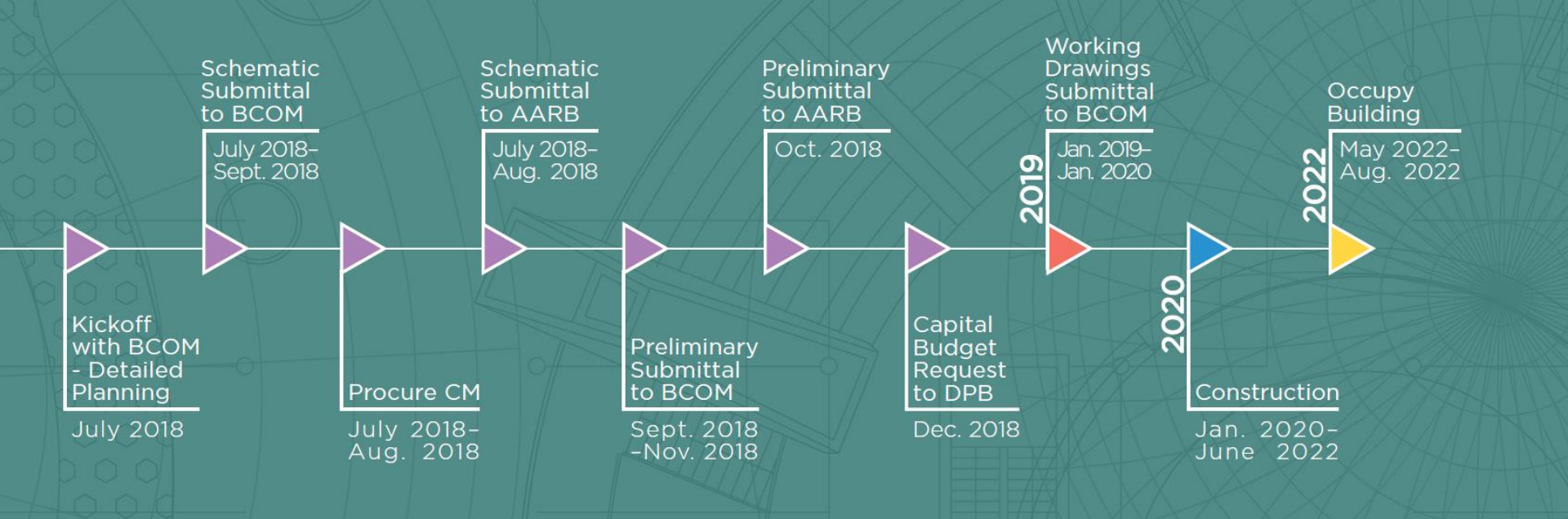
Proposed Project Costs. Based on the pre-programming and schematic work, the total cost for this project is estimated at **\$375-\$450 per square footage** for a total cost of **\$79 million**, which includes all hard costs and soft costs. There are no property acquisition costs since the Center will be constructed on land currently owned by the University.

Center for Adaptive Innovation and Creativity

Project Timeline



Center for Adaptive Innovation and Creativity





EMBARGOED UNTIL THURSDAY, JAN. 18 AT 12:00 P.M.

CONTACTS:

Chris Turnbull, Carilion Clinic
(540) 204-6354
crtturnbull@carilionclinic.org

Mark Lambert
Jefferson College of Health Sciences
(540) 985-9031
malambert@jchs.edu

Joe Carpenter, Radford University
(540) 831-7270
ljcarpenter@radford.edu

**JEFFERSON COLLEGE OF HEALTH SCIENCES
INTENDS TO MERGE WITH RADFORD UNIVERSITY**

RADFORD, Va. – Officials from Carilion Clinic, Jefferson College of Health Sciences and Radford University announced Thursday they intend to merge Jefferson College into the Radford University family of colleges and departments.

“Radford University and Jefferson College have a robust history of collaboration, and these two great institutions are now working toward an even stronger partnership,” said Dr. Brian O. Hemphill, president of Radford University. “This endeavor benefits the students, faculty, staff, alumni, supporters and communities of both institutions, along with the Commonwealth of Virginia and the entire region.”

“Both schools are approaching this potential merger from positions of institutional excellence and financial strength. We’re combining forces to create something even bigger and better for the entire Commonwealth,” said Dr. Nathaniel L. Bishop, president of Jefferson College. “We believe that together, we can enhance the quality of health care education and research better than we could individually.”

-MORE-



Jefferson College
of Health Sciences

RADFORD
UNIVERSITY

EMBARGOED UNTIL THURSDAY, JAN. 18 AT 12:00 P.M.

Carilion Clinic currently owns and operates Jefferson College.

The merger planning process is expected to take 18 to 24 months. Radford University, Jefferson College and Carilion Clinic officials will work closely during this time to develop processes and procedures to facilitate the integration.

“As we work carefully during the next several months to determine the best structure, we will be diligent in our efforts to keep stakeholders informed about the process,” Hemphill said.

Radford University officials intend to welcome Jefferson College primarily into its Waldron College of Health and Human Services.

“Jefferson College already enjoys a wonderful relationship with Radford University,” said Bishop. “This next step makes sense for both institutions, and serves to enhance Radford University’s reputation as a premier educational destination for those seeking careers in nursing, health care and health sciences.”

Jefferson College brings 35 years of history as an accredited institution and has grown from 200 to about 1,150 students in that time. Jefferson College is one of the top producers of nursing and allied health professionals in the region and is in the top 10 in the Commonwealth of Virginia.

Radford University, Jefferson College and Carilion Clinic boast a long list of collaborative endeavors.

- When the Roanoke Memorial Hospital School of Nursing closed in 1988, a partnership was developed to transition the program to Radford University. The partnership increased the size of Radford University’s nursing program and allowed students to receive half of their training at Roanoke Memorial. Today, many Radford University students continue their clinical education at the hospital.
- Carilion Clinic has provided student health services to Radford University since 1999.
- Carilion Clinic employs hundreds of Radford University graduates, including more than 350 Radford University nursing graduates on its staff – 40 of whom were hired in 2016 alone.

-MORE-



Jefferson College
of Health Sciences

RADFORD
UNIVERSITY

EMBARGOED UNTIL THURSDAY, JAN. 18 AT 12:00 P.M.

- Radford University, Jefferson College and the Virginia Tech Carilion School of Medicine collaborated in 2015 to establish the Virginia Intercollegiate Anatomy Lab, housed at Jefferson College.
- Radford University's Doctor of Physical Therapy program was integrated with Jefferson College's Roanoke campus in 2011, and it has promoted interaction between program participants and major health care providers in the region.
- More than 500 Radford University students participated in job shadowing, clinical rotations or internships with Carilion Clinic from 2016 to 2017.
- Carilion Clinic provides event coverage, athletic training and sports clinics to Radford University Athletics.
- Carilion Clinic's active patient treatment areas provide Radford University students invaluable access to real-world clinical experiences.

"Carilion Clinic is proud to have nurtured Jefferson's growth, as it established a reputation for developing ethical, knowledgeable, competent and caring health care professionals," said Nancy Howell Agee, president and CEO of Carilion Clinic. "Joining the Radford University family is a wonderful opportunity for Jefferson College. And now is the right time as the vision for a health sciences and technology campus in Roanoke comes to life. Partnerships among leading academic institutions strengthen our region as a destination for health education and research, and ultimately drive economic development."

Students from both Radford University and Jefferson College will have access to enhanced educational opportunities, including clinical rotations and internships, and Radford University will continue to partner with Carilion Clinic to utilize its facilities and research capabilities. The potential merger will create the second largest nursing program in Virginia.

"The potential merger will allow the health and human services programs from both institutions to have access to ongoing research and enable collaboration in ways not previously available," Hemphill said. "Our faculty and staff members on both campuses can integrate and better collaborate for the benefit of our students."

-MORE-



Jefferson College
of Health Sciences

RADFORD
UNIVERSITY

EMBARGOED UNTIL THURSDAY, JAN. 18 AT 12:00 P.M.

“We are confident this partnership will help better prepare our students by providing access to the latest research and top-notch clinical experiences,” said Hemphill. “We believe this will encourage potential students to seek health care careers and stay in the Commonwealth to work. There’s no doubt this will provide increased access to health care education.”

About Radford University

Radford University is a comprehensive public university of more than 9,400 students that has received national recognition for many of its undergraduate and graduate academic programs, as well as its sustainability initiatives. Radford University serves the Commonwealth of Virginia and the nation through a wide range of academic, cultural, human service and research programs.

About Jefferson College of Health Sciences

Jefferson College of Health Sciences is a professional health sciences college, offering 25 degree options on the graduate, bachelor and associate levels, as well as certificate and professional and continuing education programs. Jefferson enrolls about 1,150 students on the undergraduate and graduate levels annually and employs about 70 full-time faculty members.

About Carilion Clinic

Carilion Clinic is a tax-exempt health care organization headquartered in Roanoke, Va. Through a comprehensive network of hospitals, primary and specialty physician practices and other complementary services, Carilion works to provide quality care close to home for nearly one million Virginians. With an enduring commitment to the health of our region, Carilion also seeks to advance care through medical education and research, help communities stay healthy and inspire the region to grow stronger.

###

State Officials

From: Hemphill, Brian
Sent: Thursday, January 18, 2018 11:27 AM
Subject: Jefferson College of Health Sciences Intends to Merge with Radford University



We are pleased to share with you our intent to merge Jefferson College of Health Sciences into the Radford University family of colleges and departments. This potential merger will strengthen our long-standing commitment to community engagement and public service, while more effectively addressing the current and future demand for health care and health sciences professionals across the Commonwealth of Virginia.

Building on a history of close collaboration among our institutions and by moving forward together, Jefferson College and Radford University will create the second largest nursing program in the Commonwealth of Virginia and offer a wide range of outstanding health care and health sciences programs. With this potential merger, Carilion Clinic will have an opportunity to focus more exclusively on providing health care services and emphasizing its role as a research leader in the Commonwealth.

As this process evolves, we are fully committed to ensuring we continue to deliver world-class educational programs, outstanding student services and meaningful community engagement. We will be working diligently over the course of the next 18 to 24 months to develop joint processes and procedures, and we will be tireless in our efforts to keep all audiences well informed.

We are excited for the future – in 2018 and beyond. We are confident that, with your support, this new venture and robust partnership among Carilion Clinic, Jefferson College and Radford University will be highly successful in serving current and future generations of students, as well as the citizens of the Commonwealth of Virginia.

If we can answer any questions about this exciting initiative, please feel to contact us

directly. Additionally, you may contact Mark Lawrence, Carilion Clinic's vice president for governmental and external affairs, at 540-224-5399 or mrlawrence@carilionclinic.org or Lisa Ghidotti, Radford University's director of state government relations, at 804-916-1556 or lghidotti@radford.edu.



Nancy Howell Agee
President and CEO, Carilion
Clinic



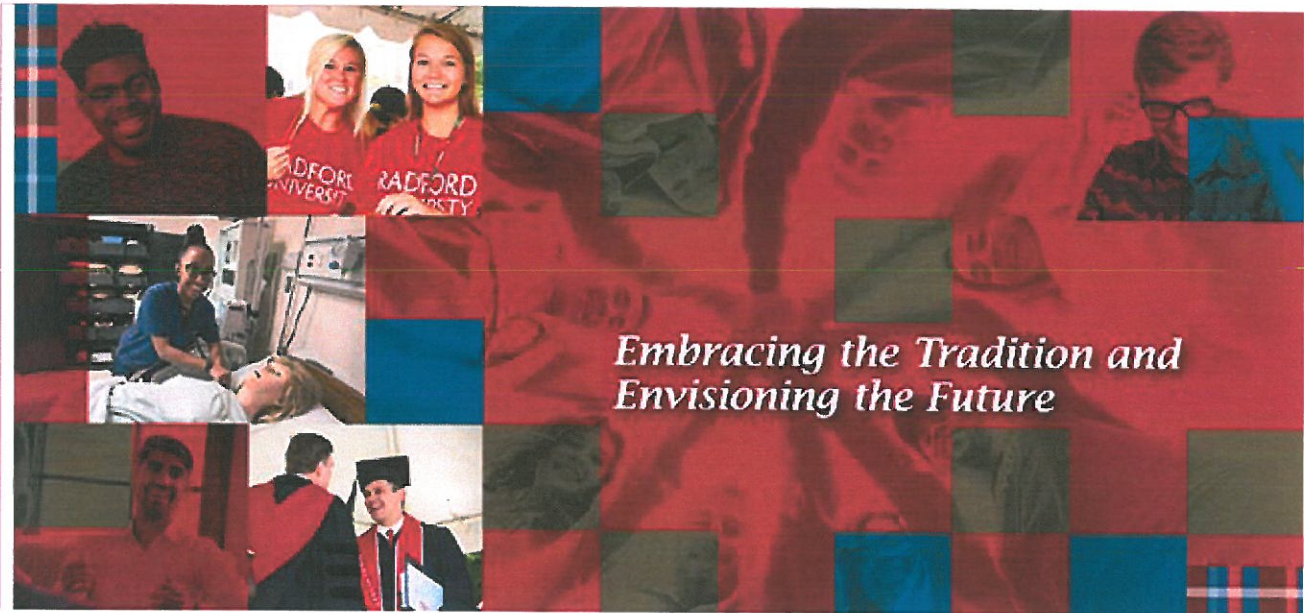
Nathaniel L. Bishop, D.Min.
President, Jefferson College of
Health Sciences



Brian O. Hemphill, Ph.D.
President, Radford
University

Radford University Faculty and Staff

From: Brian O. Hemphill, Ph.D. <bhemphill@radford.edu>
Sent: Friday, February 16, 2018 1:26 PM
Subject: Update on the Jefferson College of Health Sciences Merger



Dear Faculty and Staff:

Approximately a month ago, as we began the semester, I was pleased to meet with many of you regarding Jefferson College of Health Sciences' intent to merge into the Radford University family of colleges and departments, specifically the Waldron College of Health and Human Services. Since the [exciting announcement](#) regarding this meaningful partnership, which garnered a positive reaction both on and off campus, the administration has been working closely with Carilion Clinic and Jefferson College of Health Sciences to chart a detailed and in-depth course for the merger process. As previously indicated, this process is expected to take 18 to 24 months. Detailed information regarding the transition structure, including the specific groups and individual members, will be provided to the campus community in the near future. In the interim, I would like to remind you of the [Frequently Asked Questions](#), which were provided as part of the initial announcement.

I look forward to working with each of you as we further our mission and bring to life our vision as thoughtfully articulated in our recently implemented five-year strategic plan, [Embracing the Tradition and Envisioning the Future](#).

With Highlander Pride,



Brian O. Hemphill, Ph.D.

President
@BrianOHemphill

Potential Merger of Radford University & Jefferson College FAQs

January 18, 2018

GENERAL FAQs

1. Where did the idea for a merger originate?

The idea to merge Jefferson College into Radford University arose organically, as a result of the long-term partnership among Carilion Clinic, Radford University and Jefferson College. It grew from our belief that together, we can enhance the quality of health care education and research better than we could individually.

We believe integrating these institutions will more effectively meet the growing need for health care professionals in the Commonwealth and beyond. Through its comprehensive network of hospitals, primary and specialty physician practices, and other complementary services, Carilion Clinic works to provide quality care close to home for nearly one million Virginians. Given Radford University's established legacy of excellence in its nursing, health and human services programs and the many years of successful collaboration among Radford University, Jefferson College and Carilion Clinic, Radford University was a natural fit to move toward an even stronger partnership.

2. When would the schools fully merge?

The planning process is anticipated to take 18 to 24 months. We will work closely together during the next several months to develop processes and procedures for how to move forward.

3. How many students attend each institution?

Jefferson College has an enrollment of about 1,150. Radford University has an enrollment of more than 9,400, including more than 1,400 in the programs offered through its Waldron College of Health and Human Services.

4. Is Radford University equipped to take on this institution?

Yes. Radford University has benefited from close collaboration and partnerships with Jefferson College over the years and has a legacy of excellence in its nursing, health and human services programs, all of which will permit a seamless integration of Jefferson College into the Radford University family.

5. Will this merger have any impact on the amount of faculty and staff members needed at either institution?

Both Radford University and Jefferson College have talented faculty and staff members who are singularly dedicated to our students. Our teams will work closely together during the next 18 to 24 months to determine the best structure and operations.

6. How will the boards and school leaders integrate? How will roles change?

With respect to governing boards, Radford University has and will continue to operate under a single Board of Visitors, members of which are appointed by the governor. Evaluation of the administrative organization will be part of the planning process. With regard to the respective foundation boards and philanthropic boards, funds will continue to be allocated based on the donor's intent.

7. What Jefferson College operations will be assumed by Radford University?

Our analysis and planning during the next 18 to 24 months will help determine the best structure and operations for the integration. We plan to have operations in both Radford and Roanoke. Upon completion of the merger, academic and operations functions will be assumed by Radford University.

ACCREDITATION & APPROVAL

8. Would a merger require approval from any state agencies?

Yes. We will coordinate with the Commonwealth's coordinating body for higher education – the State Council of Higher Education for Virginia (SCHEV) – and will work with the Commonwealth to determine if other approvals need to take place.

9. What does this mean for accreditation?

Radford University and Jefferson College have long-standing accreditations of their respective institutions and many programs, including Southern Association of Colleges and Schools accreditation of both institutions. Radford University intends to continue to meet those high standards of quality and excellence.

10. How does this impact program offerings at the Roanoke Higher Education Center?

The Roanoke Higher Education Center will continue to play an integral role in Radford University's program offerings.

11. How will this impact professional certification or licensure?

Students who meet requirements set forth by the respective accrediting body will be able to sit for licensure.

FINANCIAL FAQs

12. What will be the financial impact of the merger?

We will use the 18 to 24-month planning process to refine operating costs.

GEOGRAPHIC FAQs

13. Where will Jefferson College's main campus be located? Where will Radford University's Waldron College of Health and Human Services be located?

Radford University's Waldron College of Health and Human Services has a presence in both Radford and Roanoke. We expect operations to continue in Roanoke similar to how they do today.

14. Will Jefferson College and/or Radford University faculty members, staff members and/or students relocate?

Our planning during the next 18 to 24 months will determine the best structure and operations for the potential merger.

CARILION CLINIC FAQs

15. Why does Carilion Clinic want to make this move? Will Carilion Clinic still be associated with Jefferson College and Radford University?

Carilion Clinic intends to continue its robust partnerships and collaborations. Partnerships are the future, and this public-private partnership is good for the region and the Commonwealth.

16. How will the new relationship between Carilion Clinic and Radford University be structured?

Much of this new relationship will be worked out during the next 18 to 24 months. The partnership will result in enhanced educational opportunities, facilitate access to ongoing research, build upon our robust commitment to community engagement and service, and augment the demand for health care and human services professionals in the region. We believe this relationship will enhance access to health care education.

RADFORD UNIVERSITY FAQs

17. Why does Radford University want this merger?

Radford University believes the merger of Jefferson College, its programs and its students will result in greater educational opportunities, and for more efficiency in STEM-H education. It will allow enhanced access to ongoing research, enable additional collaboration, help our institutions meet and exceed our commitment to community engagement and service, and more effectively meet the need for health care professionals throughout the Commonwealth of Virginia and beyond.

18. How does Radford University benefit?

With the addition of Jefferson College, Radford University will have one of the largest health sciences programs in the Commonwealth. This will raise Radford University's profile and in turn, raise the profile of the region.

19. If programs will primarily integrate within the Radford University's Waldron College of Health and Human Services, where will programs go if they do not transfer there?

Many of Jefferson College's existing programs naturally fit into the Waldron College of Health and Human Services due to similarities of their respective disciplines. However, where some Jefferson College programs might not be most suited to Waldron College, we will work to identify which Radford University colleges or departments are better suited based on the respective discipline.

20. How many faculty (full-time, part-time, adjunct) and staff are employed by Radford University? How many faculty and staff are in the Waldron College?

In fall 2017, Radford University had 460 full-time teaching and research (T&R) faculty, 224 adjunct faculty, 305 administrative and professional (AP) faculty, 523 classified staff and 103 part-time staff. During the same period, the Radford University Waldron College of Health and Human Services had 66 T&R faculty, 32 adjunct faculty, 15 AP faculty, 13 classified staff and 17 part-time staff.

JEFFERSON COLLEGE FAQs

21. How does Jefferson College benefit?

The potential merger allows both Jefferson College and Radford University to mutually benefit from each institution's comprehensive experience in higher education.

22. Does Jefferson College’s administration support the plan of action? The Board of Directors?

Jefferson College’s administration and Board of Directors fully support a merger and are excited for the anticipated benefits that will result.

23. Will Jefferson College students become Radford University students? Which entity will issue their degrees?

In the near term, Jefferson College students will remain students of Jefferson College. During the next 18 to 24 months, we will develop processes and plans that will result in all students becoming members of the Radford University family by the time the integration is complete, which will also result in expanded opportunities for our students in both locations. We will be diligent in our efforts to keep interested parties informed.

24. How will this affect Jefferson College diplomas/alumni?

Jefferson College has a long history of teaching excellence that is validated by the success of its many alumni. Diplomas that have been issued by Jefferson College and the resulting alumni will not be impacted by a merger.

25. Will the name of Jefferson College change? If so, to what?

We anticipate that in some capacity the name will be updated to reflect the integration of Jefferson College into Radford University. Our teams will work closely together during the next 18 to 24 months to work through the details. We will be diligent in our efforts to keep interested parties informed.

26. What is the impact on students currently attending Jefferson College? Will they lose any credits in the transfer?

Radford University and Jefferson College highly value our students and will continue with our commitments to currently enrolled students to complete their program’s requirements for degree completion.

27. How will this impact the benefits of faculty or staff members from Jefferson College?

Jefferson College faculty and staff members who integrate with Radford University will be eligible for all equivalent Radford University-related benefits.

28. How will this impact current applicants to Jefferson College?

There is no impact to current applicants. Nothing has changed that should deter any potential applicant from considering the many quality programs currently offered at Jefferson College. In the near term, Jefferson College students will remain students of Jefferson College. During the next 18 to 24 months, we will develop processes and plans that will result in all students integrating into the Radford University family by the time the merger is complete, which will also result in expanded opportunities for our students in both locations.

29. How will this impact the programs currently offered by Jefferson College? Will any programs be ended?

Both Radford University and Jefferson College have talented faculty and staff members who are singularly dedicated to our students. Our teams will work closely together during the next 18 to 24 months to determine the best structure and operations for the potential merger.

30. Jefferson College offers associate degrees, in addition to bachelor, master and doctoral degrees – will all of these degrees continue to be offered when the potential merger is complete?

In the near term, Jefferson College students will remain students of Jefferson College. During the next 18 to 24 months, we will develop processes and plans that will result in all students integrating into the Radford University family by the time the merger is complete, and that will result in expanded opportunities for our students in both locations. We will be making determinations regarding program offerings compatible with the potential merger during this period of analysis.

31. Will Jefferson College students still get general education requirements through Jefferson College?

Our analysis and planning during the next 18 to 24 months will help determine the best structure and operations for the integration, which will also result in expanded opportunities for our students in both locations.

32. Jefferson College does not have tenure and Radford University does. How will this impact the role of faculty members at Jefferson College?

Both Radford University and Jefferson College have talented faculty and staff members who are singularly dedicated to our students. Our teams will work closely together during the next 18 to 24 months to determine the best structure and operations for the potential merger.

33. What will happen to the facilities associated with Jefferson College?

Our planning during the next 18 to 24 months will determine the best structure and operations for the potential merger. We plan to operate in both Radford and Roanoke. The details of the Roanoke operations will be developed during the forthcoming analysis and planning.

VIRGINIA TECH FAQs

34. How does Virginia Tech fit into this?

Virginia Tech welcomes a more significant presence by Radford University in the Roanoke Innovation District. It will enhance the evolution of the city's health sciences and technology community.

35. Will the Virginia Tech Carilion School of Medicine and Research Institute change?

There are no planned changes to the Virginia Tech Carilion School of Medicine or the Virginia Tech Carilion Research Institute.

36. What will be the effect on research?

None.

Radford University Faculty and Staff

From: Brian O. Hemphill, Ph.D. <bhemphill@radford.edu>
Sent: Thursday, April 26, 2018 4:01 PM
Subject: Establishment of Merger Committees

MESSAGE FROM **President Brian O. Hemphill, Ph.D.**



Dear Faculty and Staff:

At the beginning of the 2018 Spring semester, an announcement was made regarding the intent to merge Jefferson College of Health Sciences into the Radford family of colleges and departments, specifically the Waldron College of Health and Human Services. Since that announcement, individuals from Carilion Clinic, Jefferson College of Health Sciences and Radford University have been working diligently to chart a clear path forward with a strong focus on enhancing opportunities for current and future students. At this time, I am pleased to share information regarding the transition structure, specifically the establishment and work of five subcommittees, as we continue the important work of connecting with our Carilion Clinic and Jefferson College of Health Sciences colleagues to move forward in accordance with the previously announced timeline of 18 to 24 months.

Academic Programs and Accreditations Subcommittee

- Kenna Colley, Ed.D., Interim Provost and Vice President for Academic Affairs (*University Lead*)
- Sandra Baker, Ph.D., Director of Institutional Effectiveness and Quality Improvement
- Corey Cassidy, Ph.D., Associate Dean of the Waldron College of Health and Human Services

- Ken Cox, Au.D., Dean of the Waldron College of Health and Human Services
- Brent Harper, D.Sc., D.P.T., Chair of the Department of Physical Therapy
- Tony Ramsey, Ph.D., Director of the School of Nursing (*Ad-Hoc Member*)
- Orion Rogers, Ph.D., Dean of the Artis College of Science and Technology
- Ashley Schumaker, Chief of Staff

Communication Subcommittee

- Joe Carpenter, Vice President for University Relations and Chief Communications Officer (*University Lead*)
- Don Bowman, Public Relations Writer
- Danylle Kunkel, Ph.D., Assistant Professor of Management
- Wendy Lowery, Vice President for University Advancement (*Ad-Hoc Member*)
- Kitty McCarthy, Vice President for Enrollment Management
- Diane Millar, Ph.D., Chair of the Department of Communication Sciences and Disorders
- Susan Trageser, Associate Vice President for Student Affairs and Dean of Students
- Sherry Wallace, Director of Media Services

Human Resources Subcommittee

- Stephanie Jennelle, Associate Vice President for Finance and University Controller (*University Lead*)
- Larry Ashby, Retirement and Benefits Manager
- Kenna Colley, Ed.D., Interim Provost and Vice President for Academic Affairs
- Sharla Cooper, D.N.P., Associate Director of Nursing (Undergraduate)
- Ken Cox, Au.D., Dean of the Waldron College of Health and Human Services
- Margaret McManus, University Auditor
- Chad Reed, Associate Vice President for Budget and Financial Planning
- Ashley Schumaker, Chief of Staff

Finance and Legal Subcommittee

- Chad Reed, Associate Vice President for Budget and Financial Planning (*University Lead*)
- Sharon Barrett, Associate Athletics Director for Business and Finance
- Wendy Lowery, Vice President for University Advancement
- Ed Oakes, Associate Vice President for Information Technology
- Susan Schoppelrey, Ph.D., Associate Director and Professor of Social Work
- Michele Thacker, Director of Facilities Budget and Finance
- Al Wilson, Senior Assistant Attorney General, Office of the Attorney General, Commonwealth of Virginia (*Ad-Hoc Member*)

Student Services Subcommittee

- Kitty McCarthy, Vice President for Enrollment Management (*University Lead*)

- Phil Hardy, Director of Graduate Recruitment (*Ad-Hoc Member*)
- Danny Kemp, Vice President for Information Technology and Chief Information Officer
- Ann Marie Klotz, Ed.D., Vice President for Student Affairs
- Sheila Krajnik, Ed.D., Assistant Professor of Occupational Therapy
- Jeanne Mekolichick, Ph.D., Assistant Provost for Academic Programs
- Jamie Penven, Ph.D., Director of Housing and Residential Life
- James Perkins, Director of University Services
- David Underwood, Chief of Police (*Ad-Hoc Member*)
- Andrea Zuschin, Ph.D., Director of Institutional Equity and Title IX Coordinator (*Ad-Hoc Member*)

These subcommittees, which include a lead from Carilion Clinic and/or Jefferson College of Health Sciences and representatives from both organizations, will formulate and submit reports and recommendations to a Steering Committee, which is comprised of the following University officials:

- Ashley Schumaker, Chief of Staff (*University Lead*)
- Joe Carpenter, Vice President for University Relations and Chief Communications Officer
- Kenna Colley, Ed.D., Interim Provost and Vice President for Academic Affairs
- Ken Cox, Au.D., Dean of the Waldron College of Health and Human Services
- Jake Fox, Ph.D., Faculty Senate President and Associate Professor of Anthropology
- Stephanie Jennelle, Associate Vice President for Finance and University Controller
- Danny Kemp, Vice President for Information Technology and Chief Information Officer
- Ann Marie Klotz, Ed.D., Vice President for Student Affairs
- Wendy Lowery, Vice President for University Advancement
- Stockton Maxwell, Ph.D., Faculty Senate Executive Council Member and Associate Professor of Geospatial Science
- Kitty McCarthy, Vice President for Enrollment Management
- Chad Reed, Associate Vice President for Budget and Financial Planning

The Steering Committee will forward its findings to an Executive Committee, which will be comprised of executives from Carilion Clinic, Jefferson College of Health Sciences and Radford University. The Academic Programs and Accreditation Subcommittee and the Communication Subcommittee, as well as the Steering Committee, were formed in late February and held initial meetings in early March. All three groups have met on multiple occasions over the course of the past two months. The Student Services Subcommittee was formed last week and will hold its initial meeting on May 7, 2018. The Human Resources Subcommittee and the Finance and Legal Subcommittee were formed earlier this week and will hold initial meetings in the near future.

Please be advised that a detailed communication, including all transition team members, will be released next week to Jefferson College of Health Sciences faculty and staff. In the spirit of collaboration and transparency, that message will be sent to the Radford

family as well. Additionally, on May 7, 2018 during the morning hours, I will participate in a town hall to be held on Jefferson College of Health Sciences' campus located in Roanoke. That afternoon, I will host a forum on our campus to be held in the Bonnie Combo Room beginning at 1:00 p.m. The purpose of both of these events is to provide an update on the merger and respond to any questions that faculty and staff may have about the transition structure, recent progress and the path forward.

As we prepare to conclude the 2017-2018 academic year, I want to express my continued appreciation for the dedicated and outstanding efforts of faculty and staff. Due to your tireless work, we are embracing the tradition and envisioning the future in our daily work and through strategic opportunities, such as this merger.

With Highlander Pride,



Brian O. Hemphill, Ph.D.
President

 @BrianOHemphill

Jefferson College of Health Sciences and Radford University Faculty and Staff

From: Brian O. Hemphill, Ph.D. <bhemphill@radford.edu>
Sent: Wednesday, May 2, 2018 3:32 PM
Subject: Update on the Planned Merger Between JCHS and RU



Dear Jefferson College and Radford University Faculty and Staff:

As the Jefferson College of Health Sciences and Radford University communities celebrate our respective graduations, please join us in expressing our appreciation and gratitude for your dedication to the success of the more than 2,100 students from our Classes of 2018. The upcoming Jefferson ceremony in the Berglund Center and the Radford ceremony on Moffett Lawn will be joyous occasions celebrating our students, their hard work and their scholarship contributions, as well as the support of their families, friends and loved ones. Our commencement ceremonies will embody their collective hopes for rewarding and fulfilling careers of our newest groups of alumni.

Both of our institutions share an enduring focus on student success. That common purpose has informed the process of bringing two communities together in advancing the proposed merger announced in January. In the interest of transparency, it is our pleasure to update you on the progress we have made toward the planned merger of Jefferson College into the Radford University family of colleges and departments, specifically the Waldron College of Health and Human Services.

To provide the organizational framework to facilitate critical decision-making, an Executive Committee, comprised of the executive leadership of Carilion Clinic, Jefferson College and Radford University, was recently formed. They will approve and implement the strategies by which the planned merger will move forward in accordance with the previously announced timeline of 18 to 24 months.

To study and prepare the reports and recommendations that guide those strategies and plans, as well as to explore the many other detailed aspects of the merger, a Steering

Committee was also formed. Supporting the Executive and Steering Committees with more detailed analysis and recommendations will be a structure of five subcommittees, each with faculty, staff and administrators representing all three entities:

- Academic Programs and Accreditation
- Communication
- Human Resources
- Finance and Legal
- Student Services

Both the Communication and Academic Programs and Accreditation Subcommittees were formed in February and have been meeting since March. Appointments to the other three subcommittees were recently finalized, and those subcommittees soon will hold initial meetings and begin to lend support and expertise to the effort by which Jefferson College and Radford University will together become a preeminent provider of health sciences, health care and human services programming in Virginia. This merger would result in a dynamic professional educational entity to serve the citizens of Southwest Virginia and a robust engine of economic growth in the Roanoke Valley and across the Commonwealth of Virginia.

Our letter to you today is the latest in our pledged effort to update you regarding the unique and valuable opportunities this proposed merger affords us. Forums with faculty and staff at both of our institutions are scheduled for Monday, May 7 at these locations and times:

- Jefferson College: Room 617 at 9:00 a.m.
- Radford University: Bonnie Combo Room at 1:00 p.m.

The forums will serve as opportunities to update you on the merger and respond to any questions you may have about the transition structure, recent progress and the path forward.

The Communication Subcommittee is in the process of developing a website in order to facilitate timely information and updates for our students, faculty and staff regarding some of the many details related to the planned merger, including subcommittee assignments and noteworthy milestones and developments, as they become available. An announcement will be made when that website is launched.

As we look to elevate our current partnership into becoming an institution that serves students, faculty, staff, alumni, supporters, neighbors and the Commonwealth of Virginia, we rely confidently on the individual strengths of our two historic institutions and the collaborative spirits of our local communities. Our institutions' heritages of service, reputations for excellence and financial strength supply a powerful momentum to the planned merger.

Together, we can and will distinctively enhance the quality of health care education for our students and provide access to top-notch clinical experiences and research that will


in turn benefit citizens of the Roanoke Valley, Southwest Virginia and Commonwealth of Virginia.

With Blue Healer and Highlander Pride,



Brian O. Hemphill, Ph.D.
President, Radford University

 @BrianOHemphill



Nathaniel L. Bishop, D.Min.
President, Jefferson College of Health
Sciences

Jefferson College of Health Sciences and Radford University Faculty and Staff

From: Brian O. Hemphill, Ph.D. <bhemphill@radford.edu>
Sent: Monday, July 2, 2018 1:49 PM
Subject: Update on the Merger Between JCHS and RU



Dear Jefferson College and Radford University Faculty and Staff:

We would like to update you on the on-going progress to bring the Jefferson College academic portfolio and its valued team of educators and staff into the Radford University family of colleges and departments, primarily the Waldron College of Health and Human Services. The detailed process of bringing the two communities together has gained momentum. Our goal is to have all of the processes in place for the two entities to operate as part of Radford University by the summer of 2019 with the merger completed on August 22, 2019, as we begin the 2019-2020 academic year.

As we look to elevate our current partnership into becoming the premier regional healthcare education institution serving students, faculty, staff, alumni, supporters, neighbors and the Commonwealth of Virginia, we acknowledge and rely on the individual strengths of our two historic institutions and the collaborative spirits of our dedicated and talented faculty and staff. As such, the Executive Committee, composed of Carilion Clinic, Jefferson College and Radford University leadership, is working to welcome Jefferson College personnel and its portfolio of programs and services into Radford University.

To guide the implementation and explore the many aspects of merging our two institutions, several subcommittees have been working diligently toward realizing the merger. Administrators and experienced faculty and staff from both institutions serve on these subcommittees and have been assessing the many elements of this exciting, but complex, initiative and have made a number of recommendations. As a result of this detailed and important work, which included program leaders and faculty from both institutions, the Steering Committee recently approved – and the Executive Committee

affirmed – several recommendations from the Academic Programs and Accreditation Subcommittee regarding Jefferson College’s academic programs.

The following Jefferson College programs will be accepted and fully integrated into Radford University’s portfolio:

- Emergency Services (Bachelor of Science);
- Nursing – Accelerated (Bachelor of Science);
- Nursing – Family Nurse Practitioner (Master of Science);
- Nursing – Nursing Administration (Master of Science);
- Occupational Therapy (Doctorate);
- Physician Assistant (Master of Science); and
- Respiratory Therapy (Bachelor of Science).

Additionally, the Jefferson College programs in Nursing Post-Licensure (RN to BSN) (Bachelor of Science) and Occupational Therapy (Master of Science) will accept Radford University’s curriculum and discontinue current curriculum. Jefferson College programs in Physical Therapy Assistant (Associate of Applied Science) and Surgical Technician (Associate of Applied Science) will be part of a Level 1 teach-out at Radford University and are proposed for transfer to Virginia Western Community College, pending review and action of the Commonwealth of Virginia.

The following program recommendations will be considered by the Steering Committee later in July:

- Biomedical Sciences (Bachelor of Science);
- Healthcare Administration (Master);
- Healthcare Management (Bachelor of Science);
- Health Sciences (Bachelor of Science and Doctorate);
- Medical Laboratory Sciences (Certificate and Bachelor of Science);
- Nursing – Pre-Licensure Traditional (Bachelor of Science);
- Occupational Therapy Assistant (Associate of Applied Science); and
- Public Health (Bachelor of Science).

With this announcement regarding academic programs, many of you will have the need to seek further information related to your personal situation. At this time, the Human Resources Subcommittee is working diligently to reconcile the various personnel and benefits policies that govern our organizations. The subcommittee will share comprehensive information about its recommendations when completed. As additional information develops, it will be posted on a newly-developed website available at the following link: [Merger Initiative](#).

This communication represents our pledged effort to inform you about the progress toward fulfilling the unique and valuable opportunity presented by this proposed merger. Prior to this update, the latest information available was provided during a series of town halls in early May with faculty and staff on both campuses. At those sessions, several faculty and staff members expressed understandable concerns about merger-related

issues pertaining to employment status and benefit packages. These concerns were clearly heard and have informed the discussions among the subcommittees. Summaries are available at the following links: [Jefferson College Town Hall](#) and [Radford University Town Hall](#).

The Jefferson College and Radford University communities share an enduring focus on student success. Our institutions' histories and traditions of service, reputations for excellence and financial strength provide a solid foundation for success. As educators and clinicians, we can build from that foundation in becoming a preeminent provider of health sciences, healthcare and human services programming. Together, we can distinctively enhance the quality of healthcare education for our students and provide them unparalleled access to valuable clinical experiences and research opportunities. From there, our students may then confidently enter our region's communities, hospitals, clinics and homes to enhance the health and well-being of our region and the Commonwealth of Virginia as a whole.

We appreciate all the hard work to-date in bringing the merger closer to reality. Your feedback and perspectives have been tremendously helpful and informative. Each member of the Jefferson and Radford teams serves a vital role in making this initiative successful for our students and our communities.

With Blue Healer and Highlander Pride,



Nathaniel L. Bishop, D.Min.
President, Jefferson College of Health
Sciences



Brian O. Hemphill, Ph.D.
President, Radford University
 @BrianOHemphill

President Hemphill hosts Radford forum about JCHS-Radford merger

President Brian O. Hemphill met with more than 50 Radford University staff and faculty in the Hurlburt Student Center Combination Room on May 7 to review the progress of the impending merger between Radford and Jefferson College of Health Sciences.

The Radford University session came after a morning session in Roanoke during which President Hemphill met with Jefferson faculty and staff about the merger to create a preeminent provider of health sciences, health care and human services programming in Virginia and a robust engine of economic growth in the Roanoke Valley and across the Commonwealth of Virginia.

“It is our intent to have everything complete and ready for the merger by the summer of 2019 with the full merger occurring by the fall of 2019,” the President said.

He characterized his morning session with Jefferson personnel as “a great conversation about this particular opportunity to bring two entities together and do something powerful for Virginians.”

At the Radford session, questions were raised about a variety of topics, such as supervision and curriculum drift of distant programs, programmatic duplication and student clinical placement opportunities, as well as logistical aspects such as administrative and technical support, transportation and dovetailing the two institutions’ recruitment efforts.



President Hemphill briefs the Radford community of faculty and staff about the impending Jefferson College of Health Sciences merger.

During his comments, President Hemphill detailed the merger planning committee structure – Executive, Steering and five topical subcommittees that will develop the recommendations that inform and guide the Executive Committee as it implements the merger. President Hemphill was joined by members of the Radford University leadership team as he responded to questions that arose.

For example, Waldron College of Health and Human Services Dean Kenneth Cox spoke about the Academic Programs and Accreditation Subcommittee’s weekly efforts toward synchronizing the two organizations’ academic offerings. Vice President of Information Technology Danny

Kemp discussed the Student Services committee and its work that will integrate the technological infrastructure.

“Our commitment is to hold on to the great things going on at Jefferson and fit them into our system here and the great things Radford is doing,” President Hemphill said.

President Hemphill highlighted that the merger is a waypoint.

“Even when we complete the merger, we will not be done,” President Hemphill said. “There will still be work to do. We will continue to innovate and to improve.”

As part of his discussion, President Hemphill expressed a commitment to frequent communications and periodic forums in an effort to keep the Radford family updated about the upcoming merger.

May 14, 2018
Don Bowman
(540) 831-5182
dbowman@radford.edu

Radford University President Dr. Brian O. Hemphill Addresses Town Hall Meeting at Jefferson College of Health Sciences

On Monday, May 7, 2018, Radford University President Dr. Brian O. Hemphill welcomed approximately 125 members of the Jefferson College of Health Sciences faculty, staff and administration to a town hall-style meeting on the college's campus at Carilion Roanoke Community Hospital. The meeting was an opportunity for Jefferson employees to hear an update on the potential merger of the two institutions and to ask questions about the process going forward.

After welcoming everyone, including members of the Radford leadership team, Dr. Hemphill asked for a moment of silence in honor of Virginia Tech President Emeritus Charles William Steger, Jr., who died Sunday evening at his home in Blacksburg.

Dr. Hemphill thanked everyone who has been involved in the transition planning since the January announcement of the intent to merge for the positive work they have already done and for the dedication to the process demonstrated by each member of the five subcommittee planning teams. Those teams include: Academic Programs and Accreditation, Communications, Student Services, Human Resources, and Finance and Legal.



Radford University President Brian O. Hemphill addresses approximately 125 members of the Jefferson College of Health Sciences faculty, staff and administration to a town hall-style meeting on the college's campus at Carilion Roanoke Community Hospital.

“The whole purpose around the subcommittees is to form recommendations that will be forwarded to the Steering Committee,” Dr. Hemphill said. “The Steering Committee will then take time to consider the best course forward and make recommendations to the Executive Committee, who will make final decisions after information has been vetted already at two levels.”

Dr. Hemphill added that the Executive Committee is composed of himself, Jefferson College President Dr. Nathaniel L. Bishop, Carilion Clinic President and CEO Nancy Howell Agee and others in leadership positions at all of the parties involved.

The Academics Programs and Accreditation Subcommittee has been meeting since March and has developed a number of recommendations for consideration, Dr. Hemphill continued, and we can expect more of these types of movements going forward. Within the next two weeks, representatives on the final subcommittees who have yet to meet—Human Resources and Finance and Legal—will be finalized and begin conducting their own meetings.

“Our timing as it relates to this, our intent and our work is working toward having everything, for the most part, completed for the merger by next summer, looking at a fall of 2019 implementation,” Dr. Hemphill said. “That is the game plan—everything we do this summer and into next year is being done with the expectation of the merged entity welcoming its first class that fall.”

Dr. Hemphill then began taking questions from the Jefferson community.

What types of topics the subcommittees are working on?

“Each subcommittee began with a charge, but there are things that each group will discover that we haven’t even considered,” Dr. Hemphill said. “We’re counting on that to help us navigate the merger.”

Why does the estimated fall of 2019 completion of the merger not match up with the communicated 18-24 month merger timeframe?

Dr. Hemphill said that starting from the time of the announcement in January 2018 to the implementation in the fall of 2019, it would span about 18 months. As a result, the merger is on track to have in place in summer 2019 what would be necessary for a fall 2019 implementation.

Are there recommendations the subcommittees have made that could be shared?

Referring back to the process for considering recommendations, Dr. Hemphill said after the Executive Committee has had time to consider the recommendations. The first meeting of the Executive Committee is scheduled to take place later in May.

From the Director of a two-year program: How should we talk with prospective students about what to expect by the time they graduate? Will their diplomas say Jefferson College or Radford University?

Dr. Hemphill said that if all timelines were met, they would most likely graduate from Radford. However, all of that timing will depend on the work and recommendations of the subcommittees. It will depend on what we encounter as we continue through the merger process.

Based on the strategic vision of Radford, was the decision to merge related to the university wanting a presence in Roanoke, or to expanding their health sciences educational offerings?

Dr. Hemphill said that Radford has had a presence in Roanoke for approximately 25 years through the Higher Education Center. He said that Radford's interest is in developing a signature identity. Within the confines of that conversation, health and human services programs were highlighted in Radford's most recent strategic planning process. The proposal to merge came about organically as a result of conversations among Radford, Jefferson and Carilion, as each entity was charting out its path.

"This was not something that was on my mind when I got here," Dr. Hemphill said, "but based on conversations with Nancy Agee and Dr. Bishop, as well as based on the strengths of both Jefferson and Radford, it became clear this was the solution when you look at the competitive and changing nature of higher education."

What is the plan for faculty and staff who are within two years of retirement?

Dr. Hemphill said that as part of this process, the HR subcommittee will address these kinds of topics, but that he and Dr. Bishop have already begun discussing how to develop and offer opportunities to employees in situations like this.

Dr. Hemphill said, "We know that you have spent your career working toward this point. We are going to be sensitive to that. It's important to you and it's important to us as well. This is one of the first topics we want the HR subcommittee to work on and it will take planning with Carilion to develop processes that are best for those individuals."

What kinds of governmental approvals are still needed for this merger to take place?

Dr. Hemphill assured the audience that before the announcement was made and committees began their work, several government officials and agencies, including SCHEV and SACSCOC, among others, were consulted or notified. The response from all of them was overwhelmingly positive, particularly due to the types of efficiencies and economic advantages that could result, while keeping students in the Commonwealth of Virginia.

Dr. Hemphill pointed to the relationship between Carilion and the Virginia Tech Carilion School of Medicine as a possible model for how this kind of merger can be done efficiently and effectively.

Will tuition reimbursement and other benefits that Carilion employees have used to advance their educations continue?

Dr. Hemphill indicated this was one of the topics that would be addressed by the HR subcommittee.

Will the merger be totally complete by the fall of 2019?

Dr. Hemphill said that most work leading up the merger would be complete on that timetable. However, there may be issues and obstacles that will arise during the planning process and thereafter that will require ongoing study to complete.

Will the Roanoke campus be a branch campus of Radford or an extension campus?

Dr. Hemphill said that the merged school would not be a branch campus. He said that this will be an educational site of Radford, with Jefferson's programs merged into the existing colleges and schools of Radford University.

Will the existing student support services be housed at Radford with students traveling to use them? Or, will there be services on the Roanoke site?

Dr. Hemphill said that with the expected expansion and growth in health and human services education, student services will need to be offered in Roanoke. He went on to say that the Student Services subcommittee would examine and make recommendations as to how those services would be structured.

How will leadership and administration at this site be structured and located?

Those will be things that will be sorted out by the HR subcommittee and recommendations will be made as to how that will look post-merger.

"Now is not the time to begin to look toward a job change," Dr. Hemphill said. "I think that would be extremely premature at this stage because you have something very special here and the last thing I'm interested in doing is coming in and trying to break all of that up. I want to make sure that we combine your expertise and our expertise to continue doing the great things we've been doing, but to take it to another level."

Dr. Hemphill went on to say that there are programs that Jefferson provides that Radford doesn't and vice-versa. This allows us to take the best of what each institution offers, embrace the strengths each brings to the table and create different pathways for our students.

What is your vision for how the conversation continues long after the ink is dry so we can continue to grow to meet the needs of health and human services in Roanoke, Radford and beyond?

"If we're not in the business of seeing how we can innovate and reinvent ourselves to better what we're doing; if we're not interested in seeing how we can improve operations, we're just maintaining. If you're in the business of maintaining, you're an organization waiting to die," Dr. Hemphill said. "You must continue to look at how you're improving on daily basis. While you're just maintaining, there are other organizations out there constantly improving for their students. This is the way we live; this is the way we work. The status quo doesn't work in this

environment. There's a reason why 12 universities have merged within the Georgia system. I can say 100 percent, we will continue to work and advance to become even stronger."

When can faculty and staff expect to see a comprehensive benefit package so they can make informed decisions?

The HR subcommittee will begin addressing that soon and will analyze how Jefferson, Radford and Carilion benefits compare.

How will the process for clinical placements change after the merger? Will the merged entity have any kind of priority with Carilion?

"As we move forward with this, I can say the commitment from Carilion to provide us with top-notch placements isn't going anywhere," Dr. Hemphill said. "The commitments that Jefferson and Radford have with Carilion and other health systems aren't going anywhere. We will continue placing our students in the very best opportunities available for them and for the merged entity."

What is the most recent information available about what will happen to Jefferson's associate programs?

Dr. Hemphill said that there is ongoing study taking place now within the Academic Programs and Accreditation Subcommittee about how those programs will evolve and transform. There is a commitment to those programs and to the graduates who come from those programs. More information will be provided when it becomes available.

What will happen if a Jefferson employee is making more than their equivalent position at Radford? What if an employee is making less?

Dr. Hemphill said that employment laws govern these types of situations. "Some of you may make a little more than our folks and some may make a little less," Dr. Hemphill said. "We aren't going to ask someone to do the same job for less. You have lives, you have families and we're going to be sensitive to that. We say that it's the 'Radford family for a reason and the last thing we want to do is take an action that will reduce people's overall pay moving forward." The HR subcommittee will be studying the salary questions over the next few months to make recommendations.

Dr. Hemphill also addressed the equity between positions and salary. At an institution as large as Radford, there are continual studies of pay equity. While salary increases can't be guaranteed, Jefferson employees who become Radford employees will be considered for these types of adjustments along with their new Radford colleagues.

Will the complexity of clinical placements increase when Jefferson is no longer part of Carilion?

Dr. Julie DeLoia, Jefferson's Dean of the College, said that we don't get shortcuts because we've been part of Carilion. Both Radford and Jefferson follow stringent guidelines to place students. That won't change post-merger. We will still work on finding the best possible placements for our students.

What kind of lead time will Jefferson employees get to make employment decisions?

Dr. Hemphill again pointed to the HR subcommittee and its work. "The sooner we can have them starting those conversations, the better," Dr. Hemphill said. "I'm asking folks to be patient and understand that these are important topics that are being considered now."

Why has the HR group not begun meeting if it's an essential component of the merger?

"There are some things that Radford, Carilion and Jefferson needed to work through before certain committees could begin meeting," Dr. Hemphill said. "We're pretty close to working through those issues, so those committees are close to meeting. Plus, we needed to gather some data before the committees could meet."

What is the likelihood that a Jefferson employee will continue to be based in Roanoke?

"As we continue thinking about the opportunities this merger presents, we want to continue to expand and grow here," Dr. Hemphill said. "The likelihood of having people drive to Radford is pretty small. We want to continue what we're doing here because of the synergy and opportunity that Roanoke presents in the health industry."

Will Jefferson faculty be on a tenure system at Radford, considering that they aren't currently at Jefferson?

Dr. Hemphill indicated that this will be something the Academic Programs and Accreditation and HR subcommittees will study further as the merger process continues. There are "non-tenured" faculty positions at Radford as well and there may be options for Jefferson faculty without credentials or experience needed for tenure.

Will open positions at Jefferson be filled and how do you address the upcoming merger with prospective employees?

Dr. Hemphill emphasized transparency and the positive trajectory that the merger offers, and that both Jefferson College and Radford University are approaching from positions of strength. "Share the benefits and the positives with employees and students about the merger," he said. "We know that this merger is happening. There is a whole list of positives available on the website that we can share with those interested in us."

Are the associate degree programs involved in the merger transition subcommittees? If the two-year programs have concerns who should we talk to?

Dr. Hemphill said that Dr. DeLoia is co-chairing the Academic Programs and Accreditation subcommittee. She is the advocate for the two-year programs and all of the programs from Jefferson as the merger progresses. Dr. Hemphill suggested that Jefferson employees forward questions to Dr. DeLoia, who will take them to her committee and to the Presidents for consideration.

When can faculty members expect a standard message and share with students applying to our programs about the merger?

Dr. DeLoia said that by mid-summer, those messages should be complete and there will be a communication plan for that. Dr. Hemphill added that the merger is going to move forward and that this initiative wasn't undertaken to fail. He encouraged everyone to be honest with whom they talk and let them know about all the advantages that will come as this merger happens.

Will there be a new building to house the merged entity?

At some point down the road, that may happen. For now, the focus is on successfully completing the merger.

Will all of the software systems be merged by this time next summer to ensure we're all using the same thing?

Dr. Hemphill said that will be one of the ongoing projects that will be addressed during the merger and afterward.

Will all Jefferson programs end up in the Waldron College at Radford?

Not necessarily. Dr. Hemphill said that there are Deans from several of the Radford colleges on the subcommittees to ensure programs are placed in the most logical and effective places to produce successful graduates.

Jefferson has positioned itself as a research institution, as part of Carilion Clinic. Will that continue as the merger moves forward?

While Radford has not traditionally been known as a research university, Dr. Hemphill said that all involved are dedicated to providing opportunities to faculty interested in pursuing research. More to come.

Have all Boards involved in the merger approved moving forward, or does that come later?

Dr. Hemphill said that the Radford, Carilion and Jefferson boards agreed to move forward with the announcement made in January 2018. After the subcommittees complete their work, and it

has been vetted by the Steering and Executive Committees, final implementation plans will be presented to the boards.

May 14, 2018

Mark Lambert, Senior Consultant for Communications & College Relations at Jefferson College of Health Sciences

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malambert@jchs.edu

Transition Structure

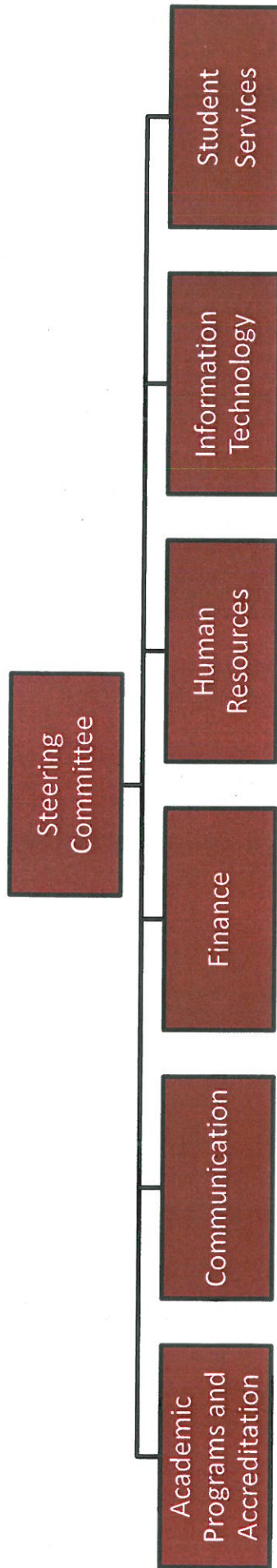
Executive
Committee
(Quarterly Meetings)

Steering Committee
(Monthly Meetings)

Jefferson College of Health Sciences Merger

RADFORD UNIVERSITY

Transition Structure



Jefferson College of Health Sciences
Business Operations

Degree Programs:

- 3 Associate Degrees
- 5 Certificate Programs
- 10 Bachelor Degrees
- 5 Master Degrees
- 2 Doctorate Degrees
- 25 Total Programs Available**

	Degree Completions		
	2014-15	2015-16	2016-17
Associates	76	61	67
Bachelors	176	203	198
Masters	79	80	93
Doctorate	-	-	-
Total Degrees	331	344	358

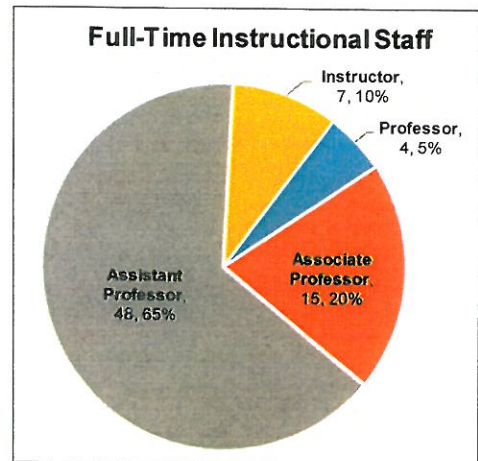
Annual Enrollments:

	Annual Enrollment - FTE					
	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Undergraduates	792	774	770	806	763	759
Graduates	234	229	266	279	296	346
Total Students	1,026	1,003	1,036	1,085	1,059	1,105

Employment:

	Employment by Category		
	Full-Time	Part-Time	Total
Instructional	74	106	180
Librarians / Curators	6	2	8
Other Staff	60	13	73
Total Staff	140	121	261

Other Staff will include Academic Affairs, Student Affairs, Financial Operations, Information Technology, Administrative Support, and Facilities.



Operations:

	Actuals	Plan
	2016-17	2017-18
Revenue	\$27,295,784	\$28,206,566
Personal Services	16,125,531	16,756,693
Nonpersonal Services	9,284,429	9,621,688
Total Expense	\$25,409,960	\$26,378,381
Net Surplus / (Deficit)	\$1,885,824	\$1,828,185

	Annual	Pr Year
	UG Tuition	%Change
2013-14	\$22,400	---
2014-15	\$23,080	-3.0%
2015-16	\$24,000	-4.0%
2016-17	\$24,700	-2.9%
2017-18	\$25,400	-2.8%
2018-19	\$26,416	-4.0%

Tuition Assistance (TAG) Awards

	Undergrads	Total Awards	Average
--	------------	--------------	---------

2015-16	617	\$1,665,467	\$2,699
2016-17	515	\$1,482,637	\$2,879
2017-18	500	\$1,502,289	\$3,005

Included in Revenue is Student Financial Aid activity:
Sponsorship, Work Study, Pell Grant, and TAG Revenue

- The Finance Sub-Committee does not meet until Tuesday, June 26, 2018. Financial discussions will pick up at that time.
- **Operating Support:**
 - Tentatively, the University intends to request a technical reallocation of Tuition Assistance Grant (TAG) funds to increase financial aid. The amount requested is based on current grant related activity.
 - According to SCHEV TAG awards in 2017-18 totaled \$1,707,422; of which \$1,502,289 (or 88%) was directed toward eligible undergraduates
- **Need Based Financial Aid:**
 - Based on EFC levels of undergraduates enrolled at JCHS for 2017-18, it is estimated 564 students are eligible for VGAP/Virginia Commonwealth. (Max \$12,000 EFC)
 - To meet this full need, based on Radford University's 2018-19 financial aid awarding standards, it would require about \$4,000,000 in additional funding.
 - In 2017-18 VGAP/Commonwealth helped to support approx. 70% of eligible students. Using this same funding level we would anticipate receiving \$2,800,000 in additional funds.
 - For graduate students approximately \$300,000 – 350,000 in Virginia Graduate Commonwealth Award is requested.

2017-2018 Academic Program Offerings

Certificate Programs

1. *Bioethics*
2. *Biology*
3. *Healthcare Administration*
4. *Medical Laboratory Science*

Associate's Degree Programs

1. *Occupational Therapy Assistant*
2. *Physical Therapist Assistant*
3. *Surgical Technology*

Bachelor's Degree Programs

1. *Biomedical Sciences*
2. *Emergency Services*
3. *Health Sciences (Traditional/3+ 1 Programs)*
4. *Healthcare Management*
5. *Medical Laboratory Science*
6. *Nursing: Accelerated Pre-License*
7. *Nursing: Pre-License*
8. *Nursing: RN to BSN*
9. *Public Health*
10. *Respiratory Therapy*

Master's Degree Programs

1. *Family Nurse Practitioner*
2. *Healthcare Administration*
3. *Nursing Administration*
4. *Occupational Therapy*
5. *Physician Assistant*

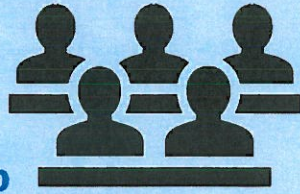
Doctoral Programs

1. *Health Sciences*
2. *Occupational Therapy*

BE Counted 2017-2018

Enrollment

1,151



Graduate: 32%

Undergraduate: 68%

Source: FA17 Census



Average Undergraduate
Financial Aid Gift

\$9,427

Source: SCHEV FA (FA 2015)

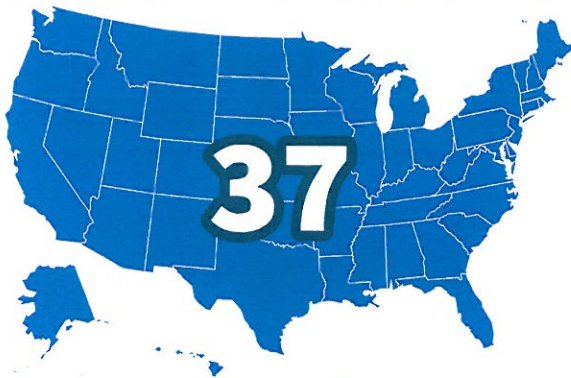
Average Class Size
(Undergraduate)

17.5 Students

Source: Roster Report (FA 16-SP17)



Our Students Come From



States Across the Country

Including Washington, DC and the U.S. Virgin Islands

Source: FA17 Census



First-Time Licensure/
Certification Pass Rate

93% First Attempt

Source: IE Report

100%

Clinical Programs Accredited

Source: Accreditation Chart



Employers Rating Jefferson College Graduates Good/Excellent

Compared to Other
Schools' Graduates



100%

Source: 2016 Employer Survey (Class of FA14, SP15, SU15)

Taking at Least One Online Course

70.4%

Taking All Courses Online

28%



Source: 2016-17 Fact Book



96.5%

Employed Within Six
Months of Graduation

Source: FA15, SP16, SU16 Alumni Survey

Jefferson College
of Health Sciences

at CARILIONCLINIC

BE inspired. BE challenged. BE prepared.

BE Next

JEFFERSON COLLEGE MERGER INITIATIVE

Officials from Carilion Clinic, Jefferson College of Health Sciences and Radford University announced in Jan. 2018 they intend to merge Jefferson College into the Radford University family of colleges and departments.

“Radford University and Jefferson College have a robust history of collaboration, and these two great institutions are now working toward an even stronger partnership,” said Dr. Brian O. Hemphill, president of Radford University. “This endeavor benefits the students, faculty, staff, alumni, supporters and communities of both institutions, along with the Commonwealth of Virginia and the entire region.”

“Both schools are approaching this potential merger from positions of institutional excellence and financial strength. We’re combining forces to create something even bigger and better for the entire Commonwealth,” said Dr. Nathaniel L. Bishop, president of Jefferson College. “We believe that together, we can enhance the quality of health care education and research better than we could individually.”

Carilion Clinic currently owns and operates Jefferson College.

The merger planning process is expected to take 18 to 24 months. Radford University, Jefferson College and Carilion Clinic officials will work closely during this time to develop processes and procedures to facilitate the integration.

“Radford University and Jefferson College have a robust history of collaboration, and these two great

“As we work carefully during the next several months to determine the best structure, we will be diligent in our efforts to keep stakeholders informed about the process,” Hemphill said.



**CARILION
CLINIC**



**Jefferson College
of Health Sciences**
at CARILION CLINIC

**RADFORD
UNIVERSITY**

institutions are now working toward an even stronger partnership.”

Dr. Brian O. Hemphill, Radford University
President

Radford University officials intend to welcome Jefferson College primarily into its Waldron College of Health and Human Services.

“Jefferson College already enjoys a wonderful relationship with Radford University,” said Bishop. “This next step makes sense for both institutions, and serves to enhance Radford University’s reputation as a premier educational destination for those seeking careers in nursing, health care and health sciences.”

Jefferson College brings 35 years of history as an accredited institution and has grown from 200 to about 1,150 students in that time. Jefferson College is one of the top producers of nursing and allied health professionals in the region and is in the top 10 in the Commonwealth of Virginia.

A PARTNERSHIP: MEETING THE GROWING HEALTH CARE NEEDS IN VIRGINIA

A Collaborative Past

Radford University, Jefferson College and Carilion Clinic boast a long list of collaborative endeavors.

When the Roanoke Memorial Hospital School of Nursing closed in 1988, a partnership was developed to transition the program to Radford University. The partnership increased the size of Radford University's nursing program and allowed students to receive half of their training at Roanoke Memorial. Today, many Radford University students continue their clinical education at the hospital.

Carilion Clinic has provided student health services to Radford University since 1999.

Carilion Clinic employs hundreds of Radford University graduates, including more than 350 Radford University nursing graduates on its staff – 40 of whom were hired in 2016 alone.

Radford University, Jefferson College and the Virginia Tech Carilion School of Medicine collaborated in 2015 to establish the Virginia Intercollegiate Anatomy Lab, housed at Jefferson College.

Radford University's Doctor of Physical Therapy program was integrated with Jefferson College's Roanoke campus in 2011, and it has promoted interaction between program participants and major health care providers in the region.

More than 500 Radford University students participated in job shadowing, clinical rotations or internships with Carilion Clinic from 2016 to 2017.

Carilion Clinic provides event coverage, athletic training and sports clinics to Radford University Athletics.

Carilion Clinic's active patient treatment areas provide Radford University students invaluable access to real-world clinical experiences.

"Carilion Clinic is proud to have nurtured Jefferson's growth, as it established a reputation for developing ethical, knowledgeable, competent and caring health care professionals," said Nancy Howell Agee, president and CEO of Carilion Clinic. "Joining the Radford University family is a wonderful opportunity for Jefferson College. And now is the right time as the vision for a health sciences and



The potential merger will allow the health and human services programs from both institutions to have access to ongoing research and enable collaboration in ways not previously available." Hemphill said. "Our faculty and staff members on both campuses can integrate and better collaborate for the benefit of our students."

Dr. Brian O. Hemphill, Radford University
President

technology campus in Roanoke comes to life. Partnerships among leading academic institutions strengthen our region as a destination for health education and research, and ultimately drive economic development.”

Students from both Radford University and Jefferson College will have access to enhanced educational opportunities, including clinical rotations and internships, and Radford University will continue to partner with Carilion Clinic to utilize its facilities and research capabilities. The potential merger will create the second largest nursing program in Virginia.

“The potential merger will allow the health and human services programs from both institutions to have access to ongoing research and enable collaboration in ways not previously available,” Hemphill said. “Our faculty and staff members on both campuses can integrate and better collaborate for the benefit of our students.”

“We are confident this partnership will help better prepare our students by providing access to the latest research and top-notch clinical experiences,” said Hemphill. “We believe this will encourage potential students to seek health care careers and stay in the Commonwealth to work. There’s no doubt this will provide increased access to health care education.”

SACSCOC Required Annual Board Self-Evaluation

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The Principles of Accreditation

- Standard 4.2.g
- The governing board defines and regularly evaluates its responsibilities and expectations.



The Principles of Accreditation

- Notes and Rationale
- Questions to Consider
- Sample Documentation
- Open Discussion



RESOURCE MANUAL

for The Principles of Accreditation:
Foundations for Quality Enhancement



Third Edition: 2018, First Printing

4.2.g The governing board defines and regularly evaluates its responsibilities and expectations. (*Board self-evaluation*)

Rationale and Notes

As the body that holds in trust the fundamental autonomy and ultimate well-being of the institution, the governing board of the institution is a critical element in the success of the institution. Good institutional governance requires that the board systematically asks itself, “How are we doing? What are we doing? Are we as effective as a board as we can be?” The process of institutional improvement underlies the *Principles of Accreditation*. While the means by which a governing board participates in that process may be different in scope, tone, and detail than that of the rest of the institution, it is still a necessary element in institutional leadership.

A good starting place is a self-reflective examination of the issues that underlie the governance standards of the *Principles of Accreditation* and the “Questions to Consider” in this section of this *Resource Manual*. How this is done is something best determined by a governing board itself. Some institutions use a board retreat format. Some boards build self-reflection into an annual orientation/reorientation of the board. Some boards facilitate this process by using external resources such as a facilitator or a book, although that is not a requirement of this standard. What is expected of this standard is something more substantive than a statement that “the board conducted a self-evaluation.”

NOTE

If the institution has multiple governing boards [see Standard 4.3 (Multi-level governance)], then the institution should address the self-evaluation process for all relevant boards.

Questions to Consider

- What are the legal obligations of board members? Does each member of the board understand these expectations?
- Do bylaws and other written documents for board procedures make clear the role of and limits of board actions?
- Do bylaws and other written documents for board distinguish the roles between the board (policy-making) and the CEO (administrative)?
- Is the board structure working well? Are committee responsibilities well defined?
- Is the orientation of new board members effective?
- How does the board stay informed as to the financial health of the institution?
- How does the board maintain its focus on the institutional mission?
- Is review of the mission statement a regular expectation of the governing board?
- What is the relationship between the institution's chief executive officer and the institution's governing board?
- What protections are built into the board structure to ensure the board is not subject to undue influence by a minority of members or by external forces?
- Are board minutes clear and accurate? Do they provide sufficient detail to capture the results of deliberations?
- Do board procedures regarding protection from internal conflicts of interest work appropriately?
- Does the board have a functioning self-evaluation process?
- Are procedures for CEO succession clear?
- If the governing board interacts with other boards (e.g., system boards, foundation boards, alumni boards), are duties and expectations clear?

Sample Documentation

- Statements of board responsibilities and expectations.
- Schedule used by the board for self-review.
- Board policies and procedures regarding board self-evaluation.
- Board minutes or reports detailing the findings of board self-evaluation.
- Materials used as part of the self-examination process (e.g., excerpts from board books, retreat handouts, summaries).

Reference to SACSCOC Documents, If Applicable

None noted.

Built to Last

RADFORD
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Built to Last

Exploring the successful habits that help the visionary company outperform the competition.

To be built to last you have to be built to change.

Today's Conversation

Theme:

Preserve the core and stimulate progress, focusing on culture and continuous improvement.

Context:

Radford University - Jefferson College of Health Sciences - IMPACT

Perspectives:

Readers = Leadership

Faculty and Staff = Creating a Culture

Students = Customers

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Jefferson College
of Health Sciences
at CARILION CLINIC 



RADFORD UNIVERSITY

Core Ideologies

Ideas drive visionary organizations.
Visionary companies have *core ideologies*:



This is who we are.

This is what we stand for.

This is what we are all about.

What do we have in our toolbox?

Mission

Vision

Core Values

Strategic Plan

Faculty



Staff



Students



Alumni



Volunteers



RU Vision

Radford University aspires to be the premier, innovative, student-centered university in the Commonwealth of Virginia and beyond with a keen focus on teaching, research and service.

RU Mission

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 baccalaureate 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 social, economic and environmental issues** confronting our region, nation and the world.

RU Core Values

- Student Empowerment and Success
- Excellence
- Inclusiveness
- Community
- Intellectual Freedom
- Innovation
- Sustainability

Preserve the Core and Stimulate Progress

Core ideology is not enough. Visionary companies couple ideology with a relentless drive for progress that impels forward movement in everything but the core.

“You can’t just keep doing what works one time, because everything around you is always changing. To succeed, you have to stay out in front of that change.” - Sam Walton



NORDSTROM

Nordstrom Employee Handbook

WELCOME TO NORDSTROM

We're glad to have you with our Company.

Our number one goal is to provide
outstanding customer service.

Set both your personal and professional goals high.

We have great confidence in your ability to achieve them.

Nordstrom Rules:

Rule #1: Use your good judgment in all situations.

There will be no additional rules.

Please feel free to ask your department manager, store manager or division general manager any question at any time.

Group Discussion

Create a 75 word employee handbook which exhibits clarity of who RU is, what RU is about and what RU is trying to achieve.

Indoctrination

Tightness of fit

Elitism

Culture

An organization that preserves ideology in specific ways. Reinforcing signals that indoctrinate people and create a sense of belonging to something special and impose tightness of fit.



Evidence of Cultism

Orientation programs

Ongoing training

Publications, website

Expectations of loyalty

Celebrations to reinforce successes

Emphasis on “family feeling”

Group Discussion



NORDSTROM

- “Buy-in” mechanisms
- Celebrations that reinforce success, belonging and specialness
- Verbal and written emphasis on values, heritage and sense of being part of something special

Good Enough Never Is

“Don’t bother just to be better than your contemporaries or predecessors. Try to be better than yourself.”
- William Faulkner

“People would always say to my father, ‘Gee whiz, you’ve done real well. Now you can rest.’ And he would reply. ‘Oh no, got to keep going and do it better.’” - J. Willard Marriott, Jr.



Group Exercise



How can we reduce complacency and bring about change and improvement from within yet remain true to our core ideology?



How do we continue to build for the long-term even during difficult times?



How can we encourage all faculty and staff at RU (and JCHS) to understand comfort is not the objective - that life in a visionary environment is not supposed to be easy?



Do we reject doing well as an end goal, replacing it with the never-ending discipline of working to do better tomorrow that we did today?

What next?

- ↪ How can we enhance our culture?
- ↪ How do we continually improve?
- ↪ How do we stick to our core values while impacting change?

“We’re proud of our successes, and we celebrate them. But the real excitement comes in figuring out how we can do even better in the future. It’s a never-ending process of seeing how far we can go. There’s no ultimate finish line where we can say we’ve arrived, I never want us to be satisfied with our success, for that’s when we’ll begin to decline.”

- Hewlett Packard marketing manager

RADFORD UNIVERSITY BOARD OF VISITORS
June 28, 2018

Annual Notification Regarding Indebtedness of State Agencies

Item:

Annual notification to the members of governing boards of each state agency regarding the indebtedness of state agencies.

Background:

Section 4-3.01 of the General Provisions of the 2018 Virginia Acts of Assembly, Chapter 2, requires the Governor to bring the deficit provision to the attention of the members of the governing board of each state agency and directs the agency head to acknowledge that each member of the board has been provided notice of this information.

To remain in compliance with this state policy, attached are the following documents for your review and information:

- A. Budget Instructions from the Virginia Department of Planning and Budget (June 2018)
- B. Section 4-3.01 of the General Provisions of the 2018 Virginia Acts of Assembly, Chapter 2
- C. Section 2.2-2100 of the Code of Virginia

Action:

None. Informational item only.

Deficits

Section 4-3.01 Requirements

Section 4-3.01 of Chapter 2 prohibits agencies from obligating or expending general fund amounts in excess of appropriations or obligating or expending at a rate that would result in expenditures in excess of nongeneral fund revenue collections and appropriations, without prior approval by the Governor. The prohibition from incurring a deficit applies to the legislative, judicial, and executive branch, as well as independent agencies that are designated in Chapter 2 by title and assigned a three digit agency code by DPB.

Agency analysis and monitoring of expenditures against cash, allotments, and appropriations are critical to avoid incurring a deficit at the close of the fiscal year. Agencies must alert DPB as soon as possible if a problem is detected and anticipated at year-end close. Any agency currently aware of potential deficits **should** notify DPB immediately. **Do not** wait until year-end close is underway.

Agencies **should not** assume that expenditures in excess of appropriations will be met from unappropriated nongeneral funds, by transfers from other current appropriations, or from appropriation of prior-year, unexpended balances. Each agency's request for an appropriation allotment, or any other action which requires executive approval, will be treated (in the absence of any specific statement to the contrary) as the representation that approval of the request will neither directly nor indirectly result in a deficit.

Pursuant to § 4-3.01, if any agency violates any of the prohibitions stated above and incurs an unauthorized deficit, the Governor is directed to withhold approval of such excess obligation or expenditure. The section stipulates that there will be no reimbursement of said excess, nor shall there be any liability or obligation upon the state to appropriate funds to address the unauthorized deficit. Instead, those members of the governing board of any such agency who shall have voted, or its head if there is no governing board, shall be personally liable for the full amount of such unauthorized deficit. At the discretion of the Governor, violators shall be deemed guilty of neglect of official duty, and will be subject to removal from his/her position.

Required Form

Section 4-3.01 also requires the Governor to bring the deficit provision to the attention of the members of the governing board of each state agency or the agency head if there is no governing board. Consistent with this provision, the agency head is directed to acknowledge the receipt of this notification by completing the form found in **Appendix**

- A. The form is also available on DPB's Web site at the following link:

[2019 Deficit Provision Acknowledgement Form](#)

A signed form is required from each cabinet secretary and all agency heads in the legislative,

judicial, and executive branches and the independent agencies. **Acknowledgement cannot be delegated and must contain the original signature of the cabinet secretary or agency head.**

The signed form must be returned to the following address by **Wednesday, July 18, 2018**:

Budget Operations, Debt Acknowledgment
Department of Planning and Budget
Patrick Henry Building, Room 5040
1111 East Broad Street
Richmond, Virginia 23219-1922

The heads of agencies with governing boards must also provide each board member with a copy of this notice and of § 4-3.01. The governing boards are those classified as supervisory boards in § 2.2-2100, Code of Virginia. Agency heads are also requested to provide the material to any board members and fiscal officers who may be appointed in the future.

Sec. 4-3.01 of the General Provisions of the 2018 Virginia Acts of Assembly, Chapter 2

§ 4-3.01 DEFICITS

a. GENERAL:

1. Except as provided in this section no state agency shall incur a deficit. No state agency receiving general fund appropriations under the provisions of this act shall obligate or expend moneys in excess of its general fund appropriations, nor shall it obligate or expend moneys in excess of nongeneral fund revenues that are collected and appropriated.

2. The Governor is authorized to approve deficit funding for a state agency under the following conditions:

- a) an unanticipated federal or judicial mandate has been imposed,
- b) insufficient moneys are available in the first year of the biennium for start-up of General Assembly-approved action, or
- c) delay pending action by the General Assembly at its next legislative session will result in the curtailment of services required by statute or those required by federal mandate or will produce a threat to life, safety, health or property.
- d) Such approval by the Governor shall be in writing under the conditions described in § 4-3.02 a Authorized Deficit Loans of this act and shall be promptly communicated to the Chairmen of the House Appropriations and Senate Finance Committees within five calendar days of deficit approval.

3. Deficits shall not be authorized for capital projects.

4. The Department of Transportation may obligate funds in excess of the current biennium appropriation for projects of a capital nature not covered by § 4-4.00 Capital Projects, of this act provided such projects a) are delineated in the Virginia Transportation Six-Year Improvement Program, as approved by the Commonwealth Transportation Board; and b) have sufficient cash allocated to each such project to cover projected costs in each year of the Program; and provided that c) sufficient revenues are projected to meet all cash obligations for such projects as well as all other commitments and appropriations approved by the General Assembly in the biennial budget.

b. UNAUTHORIZED DEFICITS: If any agency contravenes any of the prohibitions stated above, thereby incurring an unauthorized deficit, the Governor is hereby directed to withhold approval of such excess obligation or expenditure. Further, there shall be no reimbursement of said excess, nor shall there be any liability or obligation upon the state to make any appropriation hereafter to meet such unauthorized deficit. Further, those members of the governing board of any such agency who shall have voted therefor, or its head if there be no governing board, making any such excess obligation or expenditure shall be personally liable for the full amount of such unauthorized deficit and, at the discretion of the Governor, shall be deemed guilty of neglect of official duty and be subject to removal therefor. Further, the State Comptroller is hereby directed to make public any such unauthorized deficit, and the Director, Department of Planning and Budget, is hereby directed to set out such unauthorized deficits in the next biennium budget. In addition, the Governor is directed to bring this provision of this act to the attention of the members of the governing board of each state agency, or its head if there be no

governing board, within two weeks of the date that this act becomes effective. The governing board or the agency head shall execute and return to the Governor a signed acknowledgment of such notification.

c. **TOTAL AUTHORIZED DEFICITS:** The amount which the Governor may authorize, under the provisions of this section during the current biennium, to be expended from loans repayable out of the general fund of the state treasury, for all state agencies, or other agencies combined, in excess of general fund appropriations for the current biennium, shall not exceed one and one-half percent (1 1/2%) of the revenues collected and paid into the general fund of the state treasury as defined in § 4-2.02 b. of this act during the last year of the previous biennium and the first year of the current biennium.

d. The Governor shall report any such authorized and unauthorized deficits to the Chairmen of the House Appropriations and Senate Finance Committees within five calendar days of deficit approval. By August 15 of each year, the Governor shall provide a comprehensive report to the Chairmen of the House Appropriations and Senate Finance Committees detailing all such deficits.

§ 2.2-2100. Classification of executive branch boards, commissions and councils.

A. Effective July 1, 1986, every collegial body established by law or executive order within the executive branch of state government shall be classified according to its level of authority as follows:

"Advisory" - A board, commission or council shall be classified as advisory when its purpose is to provide advice and comment to an executive branch agency or office. An advisory board, commission or council serves as a formal liaison between the agency or office and the public to ensure that the agency or office understands public concerns and that the activities of the agency or office are communicated to the public. An advisory board, commission or council does not serve a regulatory or rule-making purpose. It may participate in the development of public policy by providing comment and advice.

"Policy" - A board, commission or council shall be classified as policy if it is specifically charged by statute to promulgate public policies or regulations. It may also be charged with adjudicating violations of those policies or regulations. Specific functions of the board, commission or council may include, but are not limited to, rate setting, distributing federal funds, and adjudicating regulatory or statutory violations, but each power shall be enumerated by law. Policy boards, commissions or councils are not responsible for supervising agencies or employing personnel. They may review and comment on agency budget requests.

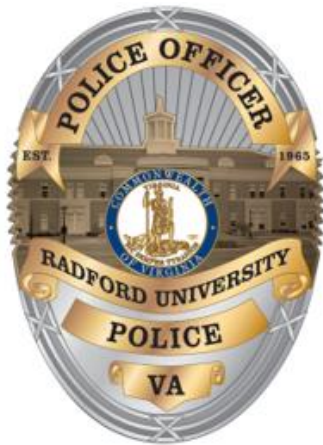
"Supervisory" - A board, commission, or council shall be classified as supervisory if it is responsible for agency operations including approval of requests for appropriations. A supervisory board, commission, or council appoints the agency director and ensures that the agency director complies with all board and statutory directives. The agency director is subordinate to the board. Notwithstanding the foregoing, the Board of Education shall be considered a supervisory board.

B. Each executive branch board, commission or council shall be assigned only one of the above classifications. The classification for boards and councils that are created by law shall be designated by the enabling legislation. The classification for commissions that are created by executive order shall be designated by the executive order.

(1985, c. 419, § 9-6.25; 2001, c. [844](#).)

Campus Safety and Security

Board of Visitors
Annual Retreat
July 11, 2018



RADFORD
UNIVERSITY



RUPD Police Services

- The Radford University Police Department (RUPD) provides police services to the university community consisting of more than 11,500 students, faculty, staff and visitors on campus on any given day.
- The Radford University Police Department (RUPD) provides 24-hours-a-day patrol protection to the campus, parking lots, residence halls and other properties owned or controlled by the university.
- RU Police Officers are vested with full law enforcement powers and responsibilities, identical to the local police or sheriff's department.
- University Police share concurrent jurisdiction with the Radford City Police Department for streets adjacent to the university.

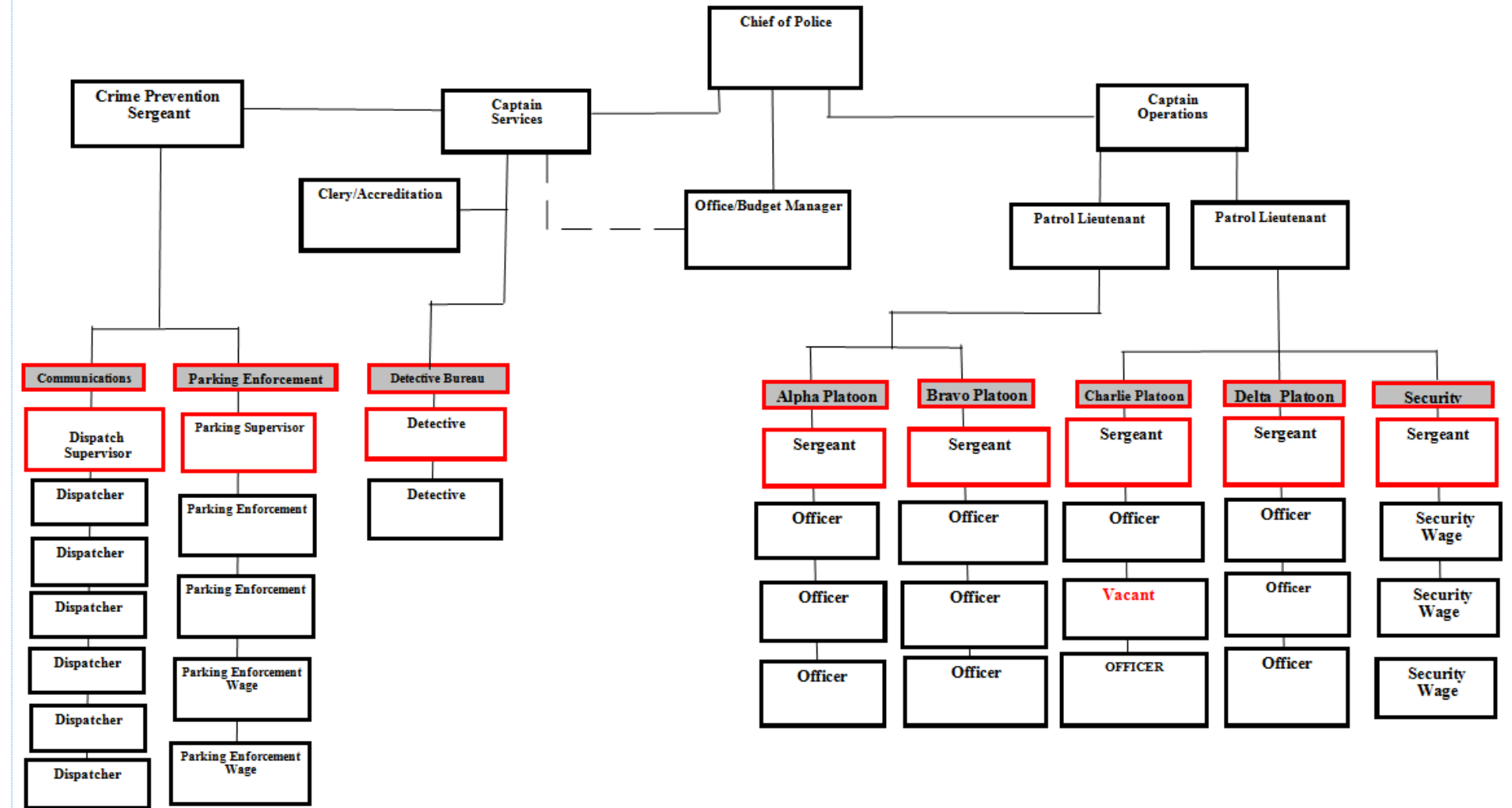
RADFORD UNIVERSITY POLICE DEPARTMENT



RUPD Current Staffing Level

- RUPD is a 24-hour operation 365 days a year.
- The department is made up of 36 FTE and 5 part time employees divided into various units, each with a specific function.
- 24 Sworn Officers
 - 1-Chief, 2-Captains, 2- Lieutenants, 5-Sergeants, 13-Officers and 1- Detective
- 17 Civilians
 - 7 FTE Dispatchers
 - 1 Full Time Clerical/Accreditation Coordinator
 - 3 Part Time Lock-up/Security Officers
 - 3 FTE Parking Enforcement Officers and 2 Part Time
 - 1 FTE Administrative Staff

Radford University Police Department



RUPD ORGANIZATIONAL CHART

RUPD Police Services

University police officers are responsible for a full range of public safety services including:

- All Crime Reports
- Investigations
- Medical Emergencies
- Fire Emergencies
- Traffic Accidents
- Enforcement of Laws
- Regulating Criminal Activity
- All Other Incidents Requiring Police Assistance



RUPD Personnel Training

Personnel have been trained in numerous specialties including:

- Active Shooter
- Tactical Medic
- Hostage Negotiations
- Bomb Threats
- Critical Incident Response
- First Aid / CPR, Hazardous Materials Response
- Mental Health Crisis Intervention
- Crime Prevention and Special Investigations



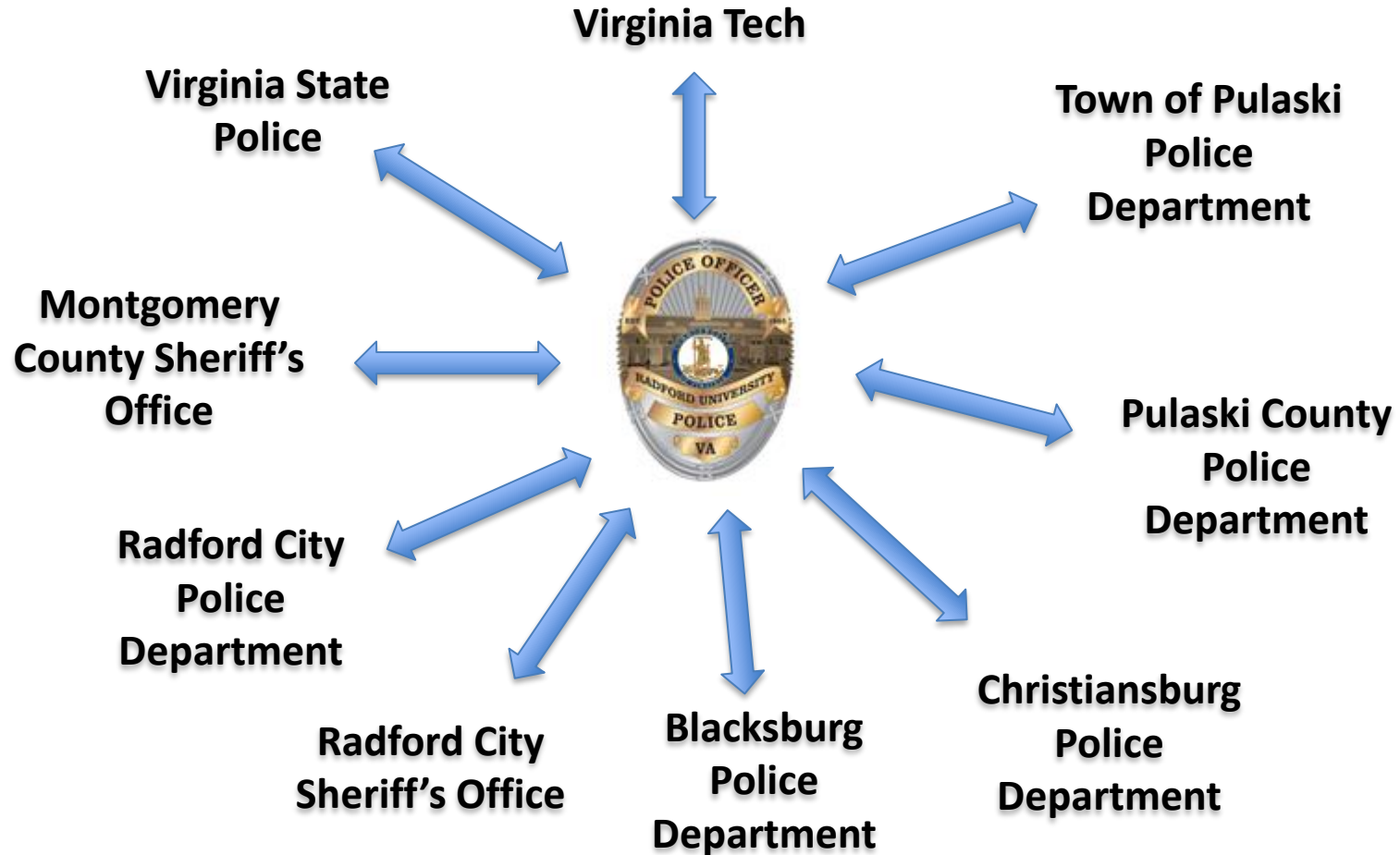
State Accredited Police Agency

- Radford University Police Department is a fully accredited police agency and required to be re-accredited every four years.
- RUPD is accredited through (VLEPSC) Virginia Law Enforcement Professional Standards Commission.
- The Radford University Police Department became the Commonwealth's first college or university police agency to earn State Accreditation.
- There are 190 Professional Standards that have to be met to become accredited through VLEPSC.
- The Department has been state accredited since January 2001 and received re-accreditation in January 2017.



Mutual Aid Agreements

Radford University Police Department has Mutual Aid with the following localities:



Office of Emergency Management

- Tasked with the overall emergency operations planning and continuity of operations planning for the University.
- Responsible for emergency management training, planning, coordination and implementation of all FEMA, Virginia Department of Emergency Management and Homeland Security related activities including alert technologies, drills and establishment of regional partnerships.
- Provide direction/oversight for Office of Environmental Health and Safety.



Safety and Security Planning

- The University maintains a number of plans related to incident response, safety, security and over all emergency management.
- The two overarching plans are the Emergency Operations Plan (EOP) and the Continuity of Operations Plan (COOP).
- The EOP also includes many Incident Annex (IA) Sections that are incident specific procedures and supporting documents that are directly linked to the EOP to provide resources to support planning and response processes.

The annexes include:

- Active Threat Incident
- Bomb Threat/ Explosion incident
- Emergency Medical Services
- Evacuation
- Fire Incident
- Flooding Incident
- Hazardous Materials
- Natural Disaster
- Tornado
- Hurricane
- Severe Weather
- Inclement Weather
- Pandemic Plan (Infectious Disease Outbreak Control Plan)

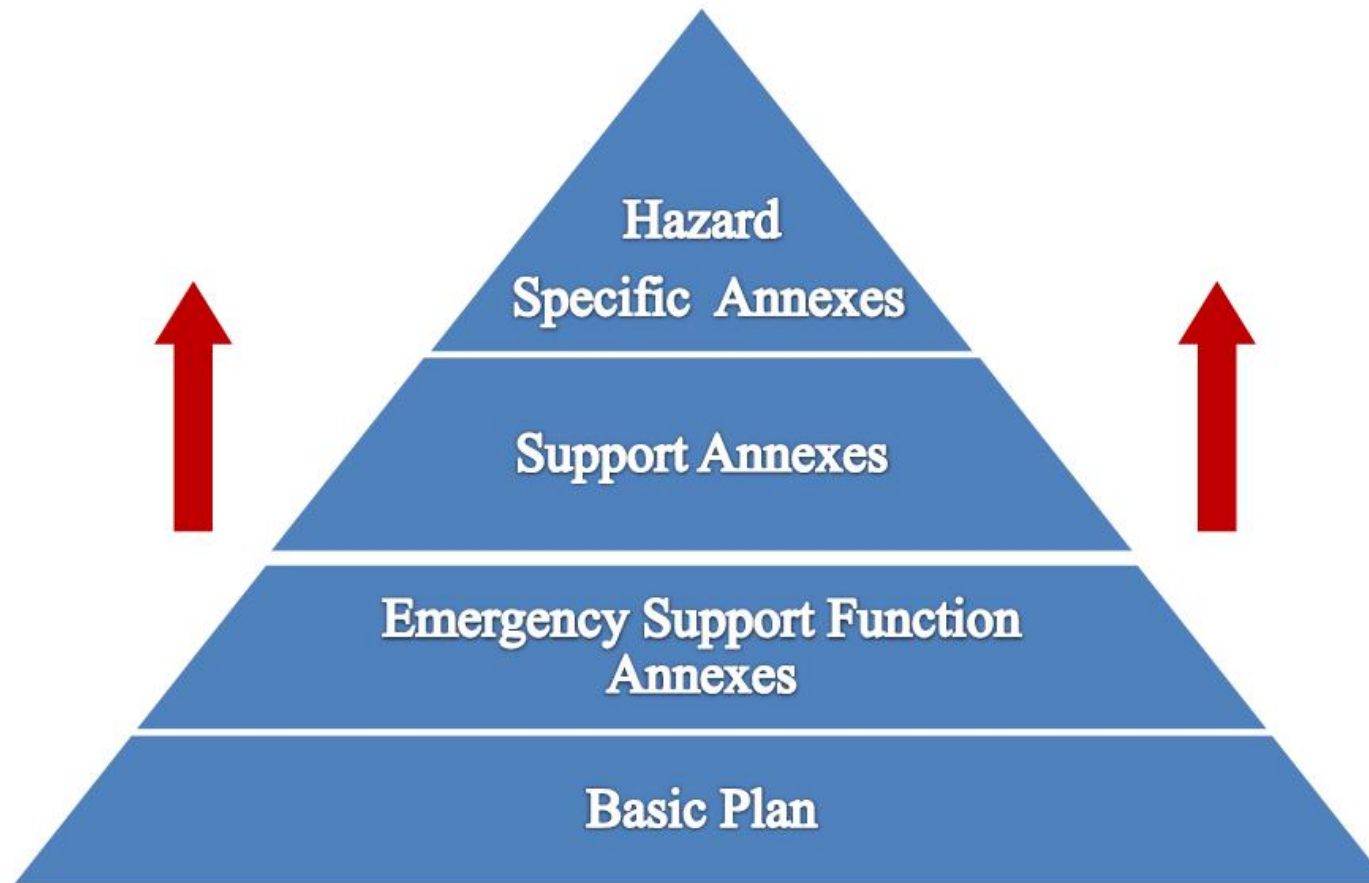
Emergency Operations Plan - Background

- Virginia Department of Emergency Management (VDEM) provides oversight and assistance to institutions of higher education for compliance with Governor's Directive 41 and applicable Virginia Administrative Code sections.
- Governor's Directive 41 for Institute of Higher Education requires:
 - Emergency Operation Plan/Crisis Emergency Management Plan
 - The governing board of each public institution of higher education shall develop, adopt and keep current a written crisis and emergency management plan.
 - Every four years, each public institution of higher education shall conduct a comprehensive review and revision of its crisis and emergency management plan to ensure that the plan remains current, and the revised plan shall be adopted formally by the governing board.
 - The Radford University Director of Emergency Management conducts annual reviews of the Emergency Operations Plan between May and September.
 - The plan is subsequently reviewed by the Chief of Police, Director of Emergency Management and the Vice President for Finance and Administration before presentation to the President and the Emergency Operations Team in compliance with [Code of Virginia § 23.1-804](#).

Incident Management Activities

- The EOP addresses the full spectrum of activities related to local incident management including prevention, preparedness, response and recovery actions. This plan focuses on those activities that are directly related to an evolving incident or potential incident that may impact Radford University.
- Examples of incident management actions include, but are not limited to:
 - Increasing public awareness
 - Coordinating protective measures across the campus
 - Increasing countermeasures such as inspections, security, and infrastructure protection
 - Conducting public health assessments and conducting a wide range of prevention measures to include, but not limited to immunizations
 - Providing immediate and long-term public health and medical response assets
 - Coordinating Radford University, regional, state, and federal support in the aftermath of an incident
 - Providing strategies for coordination of resources
 - Enabling immediate recovery activities, as well as addressing long-term consequences in the impacted area.

Incident Management Activities



Purpose & Promulgation

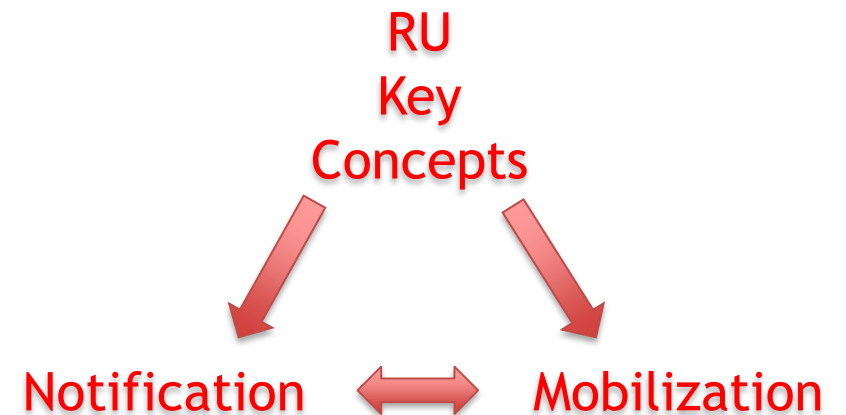
- The purpose of the Emergency Operations Plan is to establish the legal and organizational basis for operations at Radford University to effectively respond to and recover from disasters and/or emergency events or situations.
- The promulgation document puts the plan “in force.”
 - It announces the plan and makes it official, giving both authority and responsibility to those organizations identified within it to perform their given tasks.
 - Describes the process and responsibilities for those tasked with identifying, preparing and maintaining standard operating procedures that explain “how” the tasks will be completed.
 - Commits those organizations tasked to train and exercise as appropriate to successfully be able to implement the plan.

RADFORD
UNIVERSITY

Emergency Operations Plan

Key Concepts

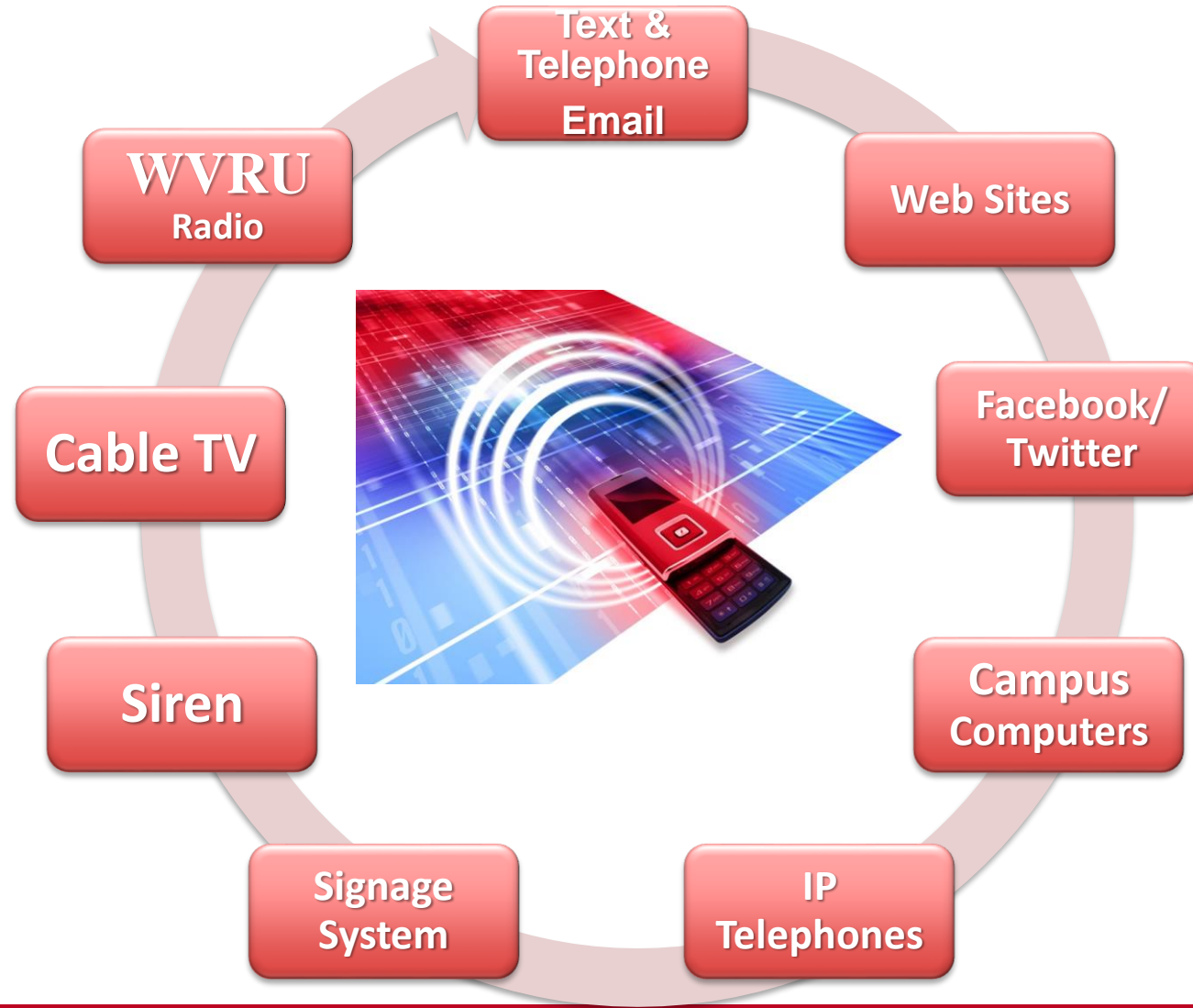
- Systematic and coordinated incident management, including protocols for:
 - Incident reporting
 - Coordinated action
 - Alert and notification
 - Mobilization of resources
 - Operating under differing threats Integration of crisis and consequence management functions



Alerts and Notification

- Proactive notification (Radford University Alert) and deployment of resources in anticipation of or in response to catastrophic events including Radford University coordination and collaboration with federal, state, private entities and other local governments (e.g. City of Radford) when possible.
- How does the RU inform you about an emergency/incident on or near the campus?
 - RU Alerts
 - LiveSafe App
 - Outside siren/public address speaker arrays at four separate locations across campus are utilized to broadcast messages
 - Emergency Messages are distributed on RU desktop computers and desktop phones which have to be acknowledged before either can be used.
 - RU Facebook and Twitter

RU Alert



On-Scene Incident Commander

- The On-Scene Incident Commander is the first qualified responder on the scene who automatically takes charge of the scene.
- Job tasks of the Incident Commander include:
 - Task command staff in the field with identifying and assessing the problem on-scene;
 - Devising a plan to deal with the problem;
 - Acquire resources to carry out the plan; and
 - As the incident progresses, the role of the On-Scene Incident Commander may be transferred to meet the needs of the incident.

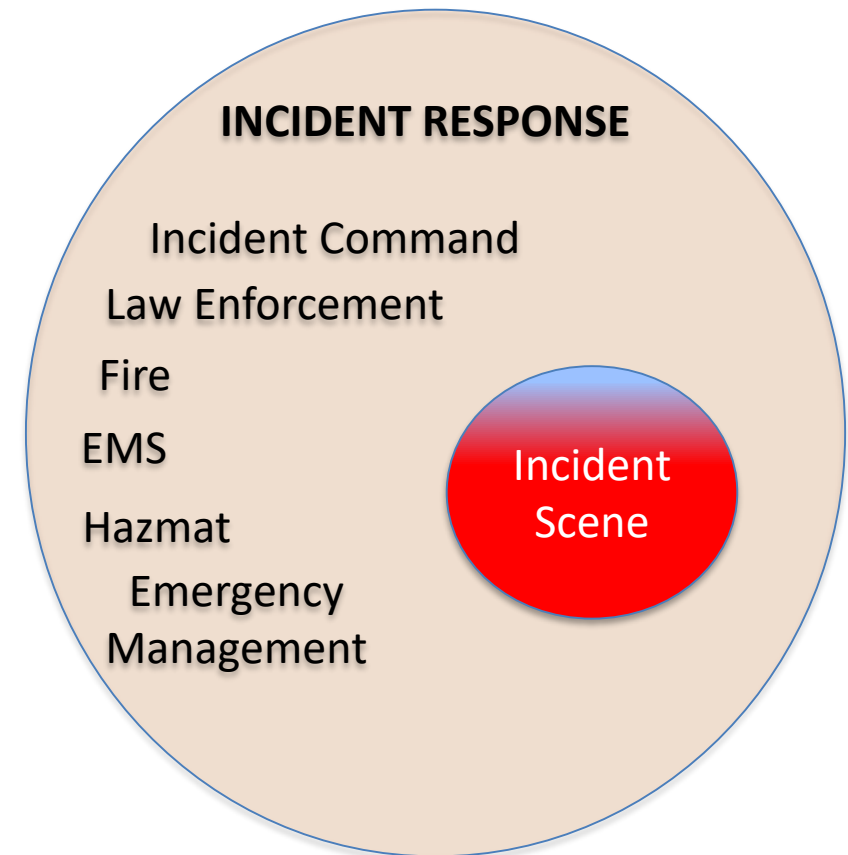


Emergency Operations Center - Executive Team

- The Emergency Operations Center Executive Team will normally staff the Emergency Operations Center during an emergency and are assigned by title and may be called, as required, in an emergency event. Additional staff may also be called depending on the emergency
- The Emergency Operations Executive Team consists of:
 - University President (Emergency Operations Center Commander);
 - University Chief of Staff;
 - Vice President for Finance and Administration (Alt. Emergency Operations Center Commander);
 - Provost and Vice President for Academic Affairs;
 - Vice President for Student Affairs;
 - Vice President for University Relations;
 - Vice President for Information Technology;
 - Director of Emergency Management and Emergency Coordination Officer;
 - Chief of Police;
 - Executive Director for Facilities Management; and
 - Additional support personnel as directed by the President.

Command Staff in the field

- Command Staff in the field are responsible for management functions, including:
 - Setting incident objectives, strategies and priorities;
 - Incident safety;
 - Maintaining liaisons with other participating agencies; and
 - Providing information to stakeholders including the Radford University Emergency Operations Center Commander.



President's Role During an Emergency

- The President oversees all line and staff functions as the accountable Emergency Operations Center Commander unless that role is delegated for any reason.
- In the role of Emergency Operations Center Commander, the President's duty includes, but is not limited to:
 - Provides support, as requested, to the On-Scene Incident Commander in command of active life-and-death situations;
 - Provides leadership and plays a key role in communicating to the public, and in helping students, staff, parents, and Radford regional partners and organizations in dealing with any type of incident within the campus;
 - Authorizes the suspension of classes, establishes campus curfews, initiates campus evacuations; and
 - Issues directives and orders as required to ensure the safety of students, staff, and campus visitors in an emergency.

Vice President for Finance and Administration

- The Vice President for Finance and Administration (VPFA) serves in the key line role for emergency operations. The VPFA's day-to-day span-of-control encompasses the primary operational areas of the University required to moderate and recover from most emergencies.
- Duties of the VPFA include, but are not limited to:
 - Works directly with the President maintaining all required emergency action plans, organizing and imitating training and exercises and in addressing campus emergencies and incidents at the time they occur;
 - Serves as the Emergency Operations Center Commander (President) in the absence of the President with all authorities granted until a communications link is made with the President;
 - Communicates with the Cabinet to coordinate response activities;
 - Provides appropriate resources from his/her functional units to all areas of the University;
 - Coordinates with external emergency and disaster partners, such as city, county, state, regional and federal agencies, as well as public and private resource groups (power, water, equipment, etc.);
 - Maintains the financial records of Radford University;
 - Authorizes emergency expenditures and maintains accurate records of expenses related to the emergency; and
 - Works to provide uninterrupted payroll (financial support) for all employees in a sustained emergency such as a pandemic.

Provost

- The Provost serves in the key line role of chief academic officer and is responsible for all academic programs and faculty management.
- Duties of the Provost include, but are not limited to:
 - Assures that all academic studies continue as uninterrupted as possible;
 - Maintains the quality of instruction through alternative delivery methods whenever possible;
 - Schedules of all academic instruction during emergencies based on planning and accessibility of resources; and
 - Works with the President and Vice President for Finance and Administration to identify resources needed to continue instruction and support student and staff.

Vice President for Student Affairs

- The Vice President for Student Affairs (VPSA) serves in the key line role of chief student affairs officer and oversees all aspects of student life while on campus.
- Duties of the VPSA include, but are not limited to:
 - Manages all aspects of student residential and support activities on campus and off campus as appropriate in an emergency;
 - Provides administrative support to continue the student services mission of Radford University as uninterrupted as possible; and
 - Keeps the incident team informed related to student welfare needs.

Vice President for Information Technology

- The Vice President for Information Technology (VPIT) serves in the key staff role of chief information officer for Radford University.
- Duties of the VPIT include, but are not limited to:
 - Maintains the data and voice network infrastructure in times of emergencies;
 - Maintains operations of critical information systems;
 - Provides technology assistance and support to continue as uninterrupted as possible; and
 - 365 days of the year, maintains Emergency Operations Center communications equipment at-the-ready, including equipment setup testing and positioning as expeditiously as possible when required.

Vice President for University Relations

- The Vice President for University Relations (VPUR) serves in the key staff role of chief communication officer during and following an incident.
- Duties of the VPUR include, but are not limited to:
 - Coordinates closely with the Emergency Operations Center Commander (President) and the Chief of Staff to formulate and release incident-related information, including emergency alerts/messaging to University students and their families, faculty and staff, alumni, the media and other agencies;
 - Maintains working templates at-the-ready for use in various kinds of emergencies (Refer to complete document, including TAB's, for examples of actions and definitions); and
 - In cooperation with the Vice President for Advancement and the Vice President for Enrollment Management, the Vice President for University Relations will identify a location/structure and set up an external communications center that facilitates communication/messaging to parents, alumni and donors of the University and the center will respond to non-emergency external incoming inquiries to the University, execute appropriate messaging to the internet, media and other entities as designated by the Emergency Operations Center.
 - At the site designated for the external communications center, the Vice President for Information Technology will maintain the necessary infrastructure for the facility.

Chief of Police

- The Chief of Police serves in the key line role of ensuring the public safety of the University community.
- Duties of the Chief of Police include, but are not limited to:
 - Manages all aspects of the University Police Department, Director of Emergency Management, Fire Marshall and Director of Environmental Safety;
 - Working through the Vice President for Finance and Administration and in coordination with the University Chief of Staff, drafts and maintains all local, regional, and statewide mutual aid agreements and Memorandums of Understanding related to law enforcement and emergency incidents;
 - Maintains and manages all 2-way radio communication infrastructures and protocol, including direct radio links to other associated agencies in the region; and
 - Maintains communications repeaters located on top of Muse Hall in perfect working order at all times.

University Chief of Staff

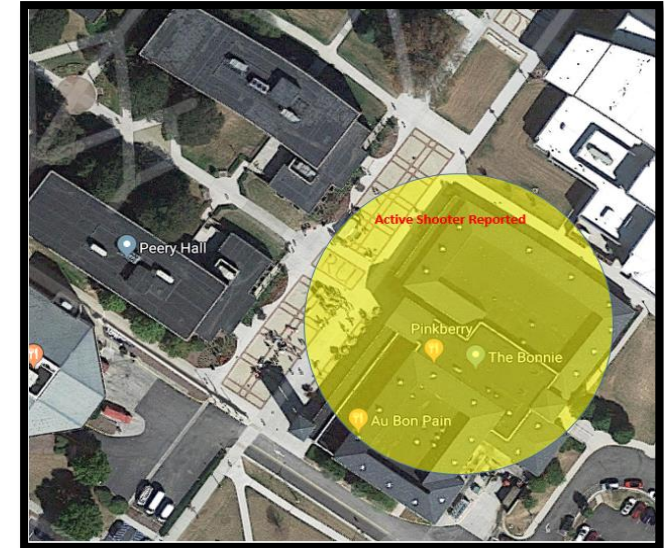
The University Chief of Staff provides critical support to the President as directed and facilitates all communications to internal leadership and external communication to all government hierarchy, including the Governor.

Recovery Phase

- The On-Scene Incident Commander is expected to make all immediate and direct decisions necessary to minimize loss of life or property and to eliminate all associated danger.
- At the end of the active incident phase and the declaration of a safe campus, the Emergency Operations Center Team will begin the ‘recovery’ phase of the emergency.
- If there is a remaining crime scene or hazardous area, the appropriate emergency responders will remain in command and control of the designated danger site(s).

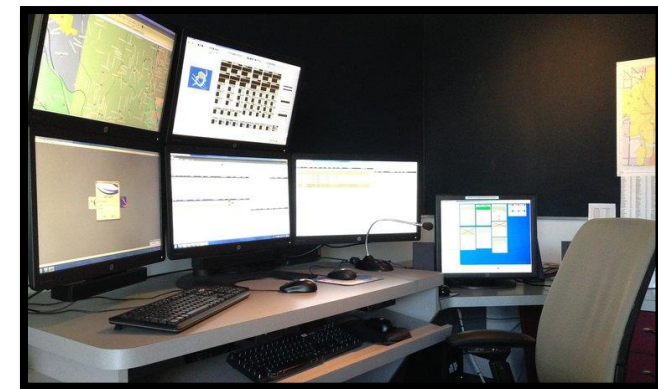
Active Shooter Initial Response

- Radford University Police receives a call of Active Shooter on Campus.
- RUPD will respond to the location of the incident and notify dispatch of the confirmed threat once on scene.
- Dispatch will make an immediate notification to campus as soon as possible using the Emergency Alert System.
- The On-Scene Commander will coordinate securing the scene for arriving police and medical personnel.



Active Shooter Initial Response - Continued

- Officers will identify the threat and neutralize the threat as circumstances warrant.
- As soon as practical the Chief of Police will be in contact with President and staff and brief on situation.
- Administrative staff will be assigned to assist dispatch with coordination of outside agency responding to assist with the incident.
- The scene will be secured and a staging area and triage area will be set up in a safe location near the incident to care for any injured.
- The RUPD has been trained to assist with triage until medical personnel arrive on scene after the threat has been neutralized.
- A follow-up message thru the Alert system will be disseminated to campus indicating all clear when no further threat exists.



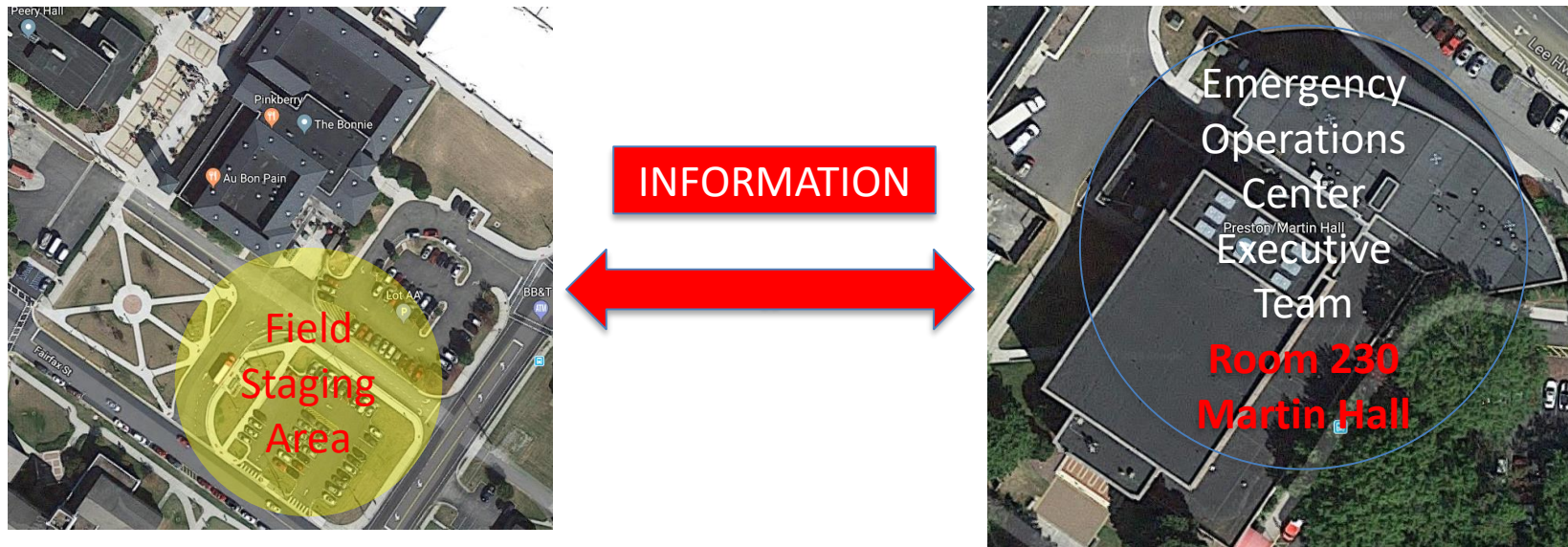
Law Enforcement's Role During an Active Shooter Incident

- Law enforcement's immediate purpose is to stop the active shooter as soon as possible.
- Officers will proceed directly to the area in which the last shots were heard.
- The first officers to arrive at the scene will not stop to help injured persons because their first priority is life safety, so they will need to secure the scene first.
- When there is an emergency such as an active shooter incident, it is important to remember that officers arriving on scene may be coming from many different duty assignments and will likely be in various types of uniforms and even in street clothes.
- Do not be surprised by the variances in appearance, as law enforcement officials are trained to react quickly and work together.



Communication

- Communication will remain strong between the staging area and executive team.



Available Police Equipment



Patrol Officers
Ballistic Vest



M4 Carbine



Taser X26



Door Breaching
Kit

RUPD Tactical Response Equipment

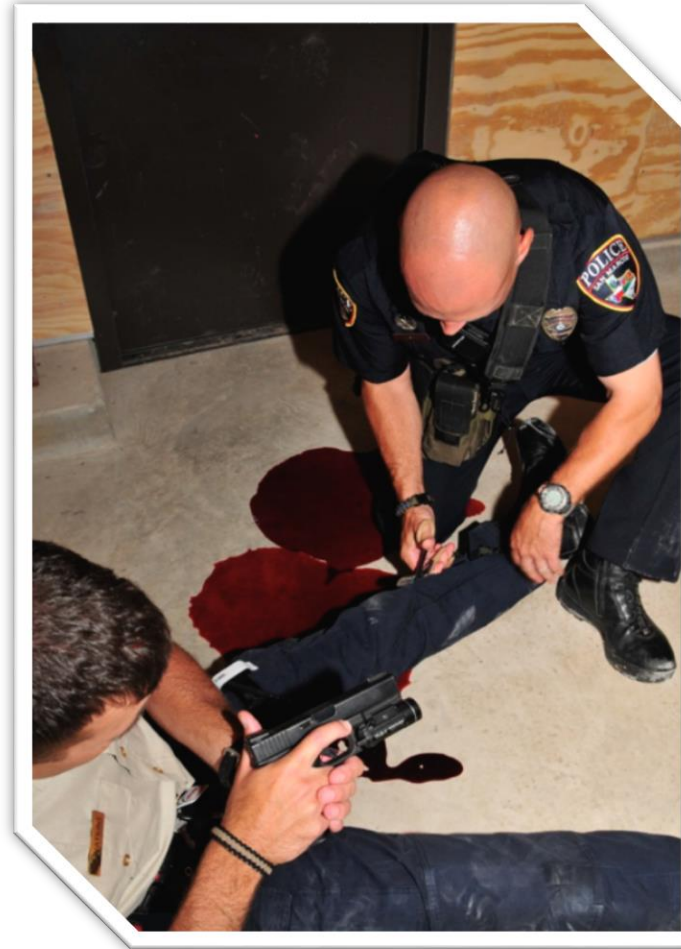
- RUPD now has four (4) Baker Ballistic Bat-Shields (BAT) to be deployed in each patrol car.
- The BAT weights about 13.5 pounds, covers 5.4 sq. feet and can be set up in a few seconds.
- This gives officers the ability to move more quickly and not as fatigued when having to confront and active threat.
- RUPD conducted tactical training with the new Ballistic Shields during the week of June 4, 2018.



Recent RUPD Training

**ADVANCED LAW
ENFORCEMENT RAPID
RESPONSE TRAINING
“ALERRT”**

**Tactical Medic
Medical Response for Active
Shooter Events**



Recent RUPD Training

ADVANCED LAW ENFORCEMENT RAPID RESPONSE TRAINING AT RADFORD UNIVERSITY 2017



Recent RUPD Training

2018 Charlottesville Regional Tabletop Exercise for Institutions of Higher Education



Homeland
Security



UNIVERSITY
of VIRGINIA

Grady DeVilbiss and Lt. Mike Baker
attended this tabletop
on Monday June 11, 2018

Upcoming Active Shooter and Tactical Medic Training

- On August 7 thru August 9, Radford University will be hosting training titled Active Threat Integrated Response in Young Hall.
- The course will be taught by instructors from the National Center for Biomedical Research and Training at LSU.
- The three-day class is designed to help us integrate our public safety response to an active shooter event.
- The course provides law enforcement officers with key medical skills based on tactical emergency casualty care (TECC) guidelines that can be used at the point of injury (POI) to increase survivability of victims.



Live Safe Mobile Application

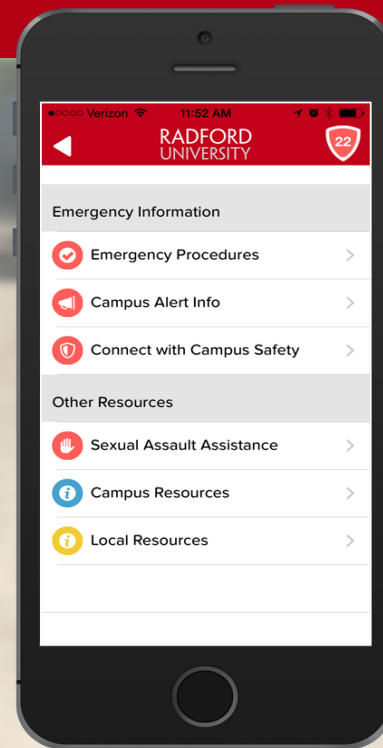
RADFORD
UNIVERSITY

LiveSafe FAQs

The school only sees your location when you report a tip or initiate one of the Emergency Options.

Friends and family only see your location when you invite them via SafeWalk.

You can choose to be anonymous when sharing information with safety officials.



Questions?



Faculty Tenure and Promotion

RADFORD
UNIVERSITY

Definition

A tenured appointment is an indefinite appointment that can only be terminated for cause or under extraordinary circumstances such as financial exigency or program discontinuation.

- Primary purpose is to safeguard academic freedom, which is necessary to teach and conduct research in higher education.
- Faculty members purpose is to advance and transmit knowledge, based on academic research.
- It allows for free inquiry, free expression and open dissent without recourse from special interest groups, politicians, religious groups or corporations.

About tenure and promotion

“The tenure and promotion process continue to operate as a central ‘motivational and cultural force in the academic lives’ of many faculty members.” (Eatman, O’Meara and Petersen, 2015)

- The process reflects institutional values, aspirations, and privileges.
- It is very individualized based upon the discipline and the faculty member.
- Scholarly accomplishments vary, as well as teaching and service definitions (traditional scholarship vs. engaged scholarship).
- Tenure and promotion are integral to all universities; when it is endangered, national headlines follow.

Current discussions

- Approximately 21% of university faculty are tenured nationally.
- Myths about tenure: tenure is a lifetime job guarantee, tenured faculty don't work very hard, tenure allows a faculty member to say or do whatever they want, just about all professors have tenure, tenured faculty do not have to participate in ongoing professional development.

Radford University Teaching and Research Faculty by Tenure Status

Term	Tenured	Tenure-Track	Non-Tenure	FT Temp	Total	Tenured	Tenure-Track	Non-Tenure	FT Temp
Fall 2007	195	127	74	1	397	49%	32%	19%	0%
Fall 2008	207	119	74	0	400	52%	30%	19%	0%
Fall 2009	191	127	67	2	387	49%	33%	17%	1%
Fall 2010	203	111	79	0	393	52%	28%	20%	0%
Fall 2011	231	109	60	6	406	57%	27%	15%	1%
Fall 2012	241	106	58	6	411	59%	26%	14%	1%
Fall 2013	259	93	60	21	433	60%	21%	14%	5%
Fall 2014	261	103	59	21	444	59%	23%	13%	5%
Fall 2015	249	117	62	26	454	55%	26%	14%	6%
Fall 2016	261	113	66	28	468	56%	24%	14%	6%
Fall 2017	267	108	66	19	460	58%	23%	14%	4%

Virginia Public 4-Year (excluding Radford)

Term	Tenured	Tenure-Track	Non-Tenure	Total	Tenured	Tenure-Track	Non-Tenure
Fall 2007	5,167	2,202	3,703	11,072	47%	20%	33%
Fall 2008	5,207	2,267	3,760	11,234	46%	20%	33%
Fall 2009	5,287	2,236	3,731	11,254	47%	20%	33%
Fall 2010	5,327	2,090	3,793	11,210	48%	19%	34%
Fall 2011	5,427	2,017	4,032	11,476	47%	18%	35%
Fall 2012	5,467	1,986	3,169	10,622	51%	19%	30%
Fall 2013	5,561	2,071	3,303	10,935	51%	19%	30%
Fall 2014	5,617	2,147	3,510	11,274	50%	19%	31%
Fall 2015	5,608	2,071	3,537	11,216	50%	18%	32%
Fall 2016	5,598	2,181	3,588	11,367	49%	19%	32%

National Public 4-Years

Term	Tenured	Tenure-Track	Non-Tenure	Total	Tenured	Tenure-Track	Non-Tenure
Fall 2007	170,060	74,799	103,168	348,027	49%	21%	30%
Fall 2008	149,590	65,156	90,652	305,398	49%	21%	30%
Fall 2009	174,379	74,691	108,542	357,612	49%	21%	30%
Fall 2010	155,313	62,364	97,621	315,298	49%	20%	31%
Fall 2011	177,089	68,902	116,122	362,113	49%	19%	32%
Fall 2012	154,768	58,481	80,739	293,988	53%	20%	27%
Fall 2013	175,941	66,506	105,281	347,728	51%	19%	30%
Fall 2014	164,777	61,670	98,372	324,819	51%	19%	30%
Fall 2015	177,702	68,939	111,638	358,279	50%	19%	31%
Fall 2016	176,766	71,829	116,035	364,630	48%	20%	32%

*Note: IPEDS was missing data for some institutions for certain years, so values may not be reliable.

National Public Master's Large Institutions

Term	Tenured	Tenure-Track	Non-Tenure	Total	Tenured	Tenure-Track	Non-Tenure
Fall 2007	31,549	15,660	11,835	59,044	53%	27%	20%
Fall 2008	28,602	14,436	10,966	54,004	53%	27%	20%
Fall 2009	32,584	16,023	11,855	60,462	54%	27%	20%
Fall 2010	29,034	13,268	10,390	52,692	55%	25%	20%
Fall 2011	33,434	14,524	12,652	60,610	55%	24%	21%
Fall 2012	30,210	12,710	10,293	53,213	57%	24%	19%
Fall 2013	34,011	13,898	13,047	60,956	56%	23%	21%
Fall 2014	32,343	12,990	12,023	57,356	56%	23%	21%
Fall 2015	34,147	14,332	13,745	62,224	55%	23%	22%
Fall 2016	33,675	14,887	14,038	62,600	54%	24%	22%

*Note: IPEDS was missing data for some institutions for certain years, so values may not be reliable.

Radford Tenure-Track Faculty Outcomes

TT Begin Year	Total	Tenured	Still Tenure-Track	Left	AP	Deceased	Average Years Until Tenure
1999	12	4		8			5.0
2000	17	8		9			6.1
2001	18	10		7		1	6.0
2002	17	11		6			5.3
2003	25	18		6			4.9
2004	20	11		8	1		5.6
2005	32	28		4			4.9
2006	25	17		7		1	5.9
2007	39	29		10			5.3
2008	22	19		3			5.0
2009	18	13		5			5.0
2010	11	8	1	2			5.8
2011	29	20	2	6		1	5.2
2012	19	6	5	8			3.7
2013	25	3	14	8			4.1
2014	32		25	7			
2015	25		20	5			
2016	15		14	1			
2017	27		27				

Radford Tenure-Track Faculty Outcomes

TT Begin Year	Total	Tenured	Still Tenure-Track	Left	AP	Deceased
1999	100%	33%	0%	67%	0%	0%
2000	100%	47%	0%	53%	0%	0%
2001	100%	56%	0%	39%	0%	6%
2002	100%	65%	0%	35%	0%	0%
2003	100%	72%	0%	24%	0%	0%
2004	100%	55%	0%	40%	5%	0%
2005	100%	88%	0%	13%	0%	0%
2006	100%	68%	0%	28%	0%	4%
2007	100%	74%	0%	26%	0%	0%
2008	100%	86%	0%	14%	0%	0%
2009	100%	72%	0%	28%	0%	0%
2010	100%	73%	9%	18%	0%	0%
2011	100%	69%	7%	21%	0%	3%
2012	100%	32%	26%	42%	0%	0%
2013	100%	12%	56%	32%	0%	0%
2014	100%	0%	78%	22%	0%	0%
2015	100%	0%	80%	20%	0%	0%
2016	100%	0%	93%	7%	0%	0%
2017	100%	0%	100%	0%	0%	0%

Fall 2017 Tenure-Track Faculty

Ethnicity	Female	Male	Total
Asian	3	5	8
Black or African American	3	2	5
Hispanic	0	1	1
White	55	31	86
Two or more races	1	1	2
Nonresident Alien	2	3	5
Race and Ethnicity Unknown	1	0	1
Total	65	43	108

Fall/Spring BBA-M FTE by Tenure Type

Instruction Type	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Tenured	445	483	471	433	420	430
Tenure Track	218	196	192	203	188	193
Non-Tenure Track	134	138	141	135	147	145
Full-Time Temporary	16	57	54	56	58	35
Without Faculty Status	0	0	0	1	1	0
GA	40	34	33	31	35	35
Part-Time	262	256	258	280	254	261

Discussion

2018-2019 Committee Assignments

NAME	EC	AERC	BAAC	GAAC	SSC	UAUREMC
LAWRENCE, Rector	C					
ARCHER, Vice Rector	VC					
BREWSTER				X	X	
BROWN			VC		X	
BURTON	X		C	X		
CHACHRA	X	X				C
FOWLKES	X	VC		C		
JOHNSTON	X	C			X	
KIBLER			X			VC
MARCUS		X	X			
McMAHON	X		X		C	
MORAN					VC	X
RICE			X			X
SNYDER-FALKINHAM		X		VC		
THROCKMORTON				X		X
HEMPHILL	X					
FOX		X				
BROOKS					X	
WILSON	X					

C	Chair
VC	Vice Chair
EC	Executive Committee
AERC	Academic Excellence and Research
BAAC	Business Affairs and Audit Committee
GAAC	Governance, Administration and Athletics Committee
SSC	Student Success Committee

UAUREMC

University
Advancement,
University
Relations,
Enrollment
Management
Committee

End of Board of Visitors Materials

