

# **RADFORD** UNIVERSITY

Board of Visitors

## **QUARTERLY MEETING**

**9:00 A.M.**

**DECEMBER 6, 2019**

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

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

#### **BOARD MEMBERS PRESENT**

Mr. Robert A. Archer, Rector  
Mr. James R. Kibler, Jr., Vice Rector  
Dr. Thomas Brewster  
Dr. Jay A. Brown  
Mr. Gregory A. Burton  
Ms. Krisha Chachra  
Dr. Rachel D. Fowlkes  
Mr. Mark S. Lawrence  
Ms. Nancy A. Rice  
Mr. David A. Smith  
Ms. Georgia Anne Snyder-Falkinham  
Ms. Lisa Throckmorton  
Dr. Jason Fox, Faculty Representative (Non-voting Advisory Member)  
Mr. Breon Case, Student Representative (Non-voting Advisory Member)

#### **BOARD MEMBER ABSENT**

Dr. Susan Whealler Johnston  
Dr. Debra K. McMahon  
Ms. Karyn K. Moran

#### **OTHERS PRESENT**

President Brian O. Hemphill  
Ms. Karen Castele, Secretary to the Board of Visitors and Special Assistant to the President  
Dr. Kenna Colley, Interim Provost and Vice President for Academic Affairs  
Mr. Craig Cornell, Vice President for Enrollment Management  
Mr. Danny M. Kemp, Vice President for Information Technology  
Ms. Wendy Lowery, Vice President for University Advancement  
Mr. Chad A. Reed, Vice President for Finance and Administration and Chief Financial Officer  
Ms. Ashley Schumaker, Chief of Staff and Vice President for University Relations  
Dr. Susan Trageser, Vice President for Student Affairs  
Mr. Allen T. Wilson, Assistant Attorney General, Commonwealth of Virginia  
Other Radford University faculty and staff

## **CALL TO ORDER**

Rector Robert A. Archer called the quarterly meeting of the Radford University Board of Visitors to order at 8:59 a.m. in the Mary Ann Jennings Hovis Memorial Board Room on Third Floor in Martin Hall.

## **APPROVAL OF AGENDA**

Rector Archer asked for a motion to approve the Board of Visitors meeting agenda for December 6, 2019, as published. Ms. Nancy A. Rice so moved, Mr. Mark S. Lawrence seconded, and the motion carried unanimously.

## **APPROVAL OF MINUTES**

Rector Archer asked for a motion to approve the September 27, 2019 minutes of the Board of Visitors meeting. Ms. Rice so moved, Ms. Georgia Anne Snyder-Falkinham seconded, and the motion carried unanimously.

## **RECOGNITION**

Rector Archer invited College of Visual and Performing Arts Dean Margaret Devaney to address the Board of Visitors. Dean Devaney introduced Associate Professor of Music Robert Sanderl, D.M.A. and five student percussionists who recently placed third in the nation during the Chamber Percussion Competition at the Percussive Arts Society International Conference. Dean Devaney commended Dr. Sanderl for taking the group to a new level of expertise and competition. Dr. Sanderl added that he is extremely proud of the students and impressed with their drive and hard work as they represent the very best of this University.

## **PRESIDENT'S REPORT**

President Brian O. Hemphill, Ph.D. began his report by acknowledging the hard work of the many faculty and staff across the campus who have worked diligently on behalf of the University in support of student success.

President Hemphill shared that the Annual Report was recently distributed in print and online and is organized around the focal areas of the 2018-2023 strategic plan, "Embracing the Tradition and Envisioning the Future." He added that the items contained within the report fully illustrate a year filled with many achievements reached and important milestones celebrated by the campus, the community and beyond. The Annual Report validates the remarkable individuals who comprise the Radford family and make Radford University so very special.

President Hemphill said that Governor Ralph Northam recently announced the creation of the Tech Talent Investment Program (TTIP), a statewide workforce initiative that will poise Radford University as a lead institution in producing graduates prepared to fill the emerging tech talent pipeline. Through the TTIP, Radford University will receive approximately \$17.3 million in funding over the next 20 years to produce nearly 400 additional graduates beyond current degree production. The new program, announced by Governor Northam during an event at Virginia State University, is the result of Amazon's construction of a second headquarters, HQ2, in Northern Virginia. Amazon, a multinational technology company, plans to hire 25,000 employees for its new location over the next decade. President Hemphill added that Radford University will implement several strategic initiatives focused on community college partnerships, expanded degree pathways and improved retention efforts in order to double its number of graduates, specifically those in the Artis College of Science and Technology's Bachelor of Science in Computer Science and Technology program. The program is designed to produce professionals with expertise in a range of technical skills that are highly sought after, including cybersecurity and software development.

President Hemphill acknowledged the administrators and faculty members who worked diligently to ensure Radford University was among the institutions from across the Commonwealth to be considered for the TTIP. The key contributors include: Vice President for Finance and Administration and Chief Financial Officer Chad A. Reed; Associate Vice President for Finance and Operations Sharon Barrett; Interim Provost and Vice President for Academic Affairs Kenna M. Colley, Ed.D.; and Artis College of Science and Technology Dean Orion Rogers, Ph.D and Artis College of Science and Technology Associate Dean Art Carter, Ph.D.

President Hemphill updated the Board of Visitors members of the upcoming Winter Commencement Ceremonies to be held on December 12-14, 2019 as the Radford family joins together to celebrate the achievements of its graduates and newest alumni. On Thursday, several department and school-based ceremonies will be hosted by Radford University Carilion. On Friday, the first Commencement at Radford University Carilion will be held at 10:00 a.m. in the Berglund Center, as well as the School of Nursing Pinning, the Occupational Therapy Pinning and the College of Graduate Studies and Research Commencement and Hooding Ceremony on main campus. On Saturday, the undergraduate ceremonies for the main campus will take place at 10 a.m. and 1 p.m. in Bondurant Auditorium.

In closing, President Hemphill shared with the Board of Visitors that Interim Provost Kenna M. Colley, Ed.D. had informed him of her decision to retire following more than two decades of service to the Radford family, including teaching and administrative positions in the School of Teacher Education and Leadership and the College of Education and Human Development. President Hemphill added that Dr. Colley certainly made her mark at Radford and was at the heart of so many things. President Hemphill asked the Board members to please join him in recognizing Dr. Colley for her many accomplishments and thanking her for her service to Radford University. A copy of the report is attached hereto as *Attachment A* and is made a part hereof.

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

Dr. Thomas Brewster, Vice Chair, stated that the Academic Excellence and Research Committee met on December 5, 2019 and shared the following information.

Dr. Brewster shared that Dr. Colley began her report by introducing Teresa Conner, Ph.D., who joined the Radford family on December 2, 2019 as the new Associate Provost for Health Sciences. Dr. Conner previously served as founding Dean and Professor in the College of Health Sciences and Professions at the University of North Georgia.

Dr. Brewster stated that the Committee was updated on the increased usage of Selu Conservancy and Selu Farm; that the Entrepreneurship minor has been revised; and Academic Affairs has pitched an Entrepreneurship Competition to the Big South with Radford University as the first sponsor in Spring 2021.

In other updates, Dr. Brewster shared that Academic Affairs has been able to fund college-based research awards on the main campus and at RUC for the total amount of \$291,372. These awards typically are between \$4,000 and \$10,000 per faculty member. The Dalton Eminent Scholars for 2019-2020 were recently announced, and are: Donna Boyd, Ph.D., Eminent Professor of Anthropology and Co-Director of the Radford University Forensic Science Institute; Seife Dendir, Ph.D., Professor of Economics; Agida Manizade, Ph.D., Professor of Mathematics and Statistics; and Thomas Pierce, Ph.D., Professor of Psychology. Matthew DeCarlo, Ph.D., Assistant Professor of Social Work and Site Coordinator of the Roanoke Master of Social Work Program, was selected for the Rising Star Award.

Dr. Brewster added that 20 students have been accepted into the Ed.D. program, which represent a diverse group of educational administrators from across the Commonwealth. This inaugural cohort will begin in January 2020. A search is underway for a founding program director with the expectation that this individual will begin in Fall 2020. Dr. Brewster reported that Radford is responding to the increased demand for school counselors. To better serve students in far Southwest Virginia, Radford University made a decision to reinstitute the school counseling program in Abingdon. The program will be delivered at the Southwest Virginia Higher Education Center (SWVHEC) and will begin in Spring 2020. Radford University received a \$325,000 grant from the Tobacco Region Revitalization Commission to support the program and also received a \$30,000 grant from the SWVHEC to provide scholarships to deserving students.

Dr. Brewster added that the Committee heard from Jeanne Mekolichick, Ph.D., Associate Provost of Academic Programs, and Joseph Wirgau, Ph.D., Professor and Director of the Office of Undergraduate Research and Scholarship, who provided an overview of Tracking Undergraduate Research, Scholarship and Creative Activities.

Dr. Brewster also shared that Faculty Senate President Jake Fox, Ph.D. provided a Faculty Senate report, including an update on the REAL Model. He stated that the Faculty Senate approved the timeline and launch for implementation in Fall 2021, the REAL Council has convened, and the work is underway. Dr. Fox also reported that the Faculty Senate approved the Civic Engagement Plan and will be working to make major revisions to the Faculty Morale Survey.

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

Mr. Gregory A. Burton, Chair, stated that the Committee met on December 5, 2019 and reported that University Auditor Margaret McManus presented an oral report on the University Discretionary Fund for the quarter ended September 30, 2019. One hundred percent of University Discretionary Fund expenditures were reviewed, and all were found in compliance with the Board of Visitors' guidelines. She also presented a report on the E-Verify Audit and a follow-up audit status report.

Mr. Burton also reported that Vice President for Finance and Administration and Chief Financial Officer Chad A. Reed presented capital projects update and information regarding the 2020-2026 Six-Year Capital Plan and the 2020-2030 Master Plan.

#### **ACTION ITEMS**

##### **Approval of Radford University's 2020-2026 Six-Year Capital Plan**

Mr. Burton stated that the Committee recommends to the full Board the resolution to approve Radford University's 2020-2026 Six-Year Capital Plan, as presented. Rector Archer asked for a motion to approve the 2020-2026 Six-Year Capital Plan. Mr. Lawrence so moved, Mr. Kibler seconded, and the motion carried unanimously. A copy of the resolution is attached hereto as **Attachment B** and is made a part hereof.

##### **Approval of Radford University's 2020-2030 Master Plan**

Mr. Burton stated that the Committee recommends to the full Board the resolution to approve Radford University's 2020-2030 Master Plan, as presented. Rector Archer asked for a motion to approve the 2020-2030 Master Plan. Ms. Rice so moved, Dr. Brewster seconded, and the motion carried unanimously. A copy of the resolution is attached hereto as **Attachment C** and is made a part hereof.

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

Dr. Jay A. Brown, Chair, stated that the Governance, Administration and Athletics Committee met on December 5, 2019 with the following items to report.

Dr. Brown stated that Vice President for Information Technology and Chief Information Officer Danny M. Kemp presented to the Committee major strategic initiatives completed since the last Board of Visitors meeting, including the new Information Technology Service Catalog on the Division of Information Technology (DoIT) website. The new Service Catalog provides a standard framework for publishing service information; enhances understanding between service providers and constituents, provides an important tool in making DoIT services visible and useful; facilitates continuous improvement; and improves DoIT's response to the various needs of institutional users. Dr. Brown also shared highlights of the University's National Cybersecurity Awareness Month (NCSAM) activities, including the IT Security website was modified to highlight NCSAM; references were made on social media and digital signage; and a phishing email was sent to all students, mimicking a fake DoIT Service Desk email.

Dr. Brown reported that Director of Athletics Robert Lineburg shared recent news and events of the Athletic Department, including the work of the Student-Athlete Advisory Committee with over 4,100 volunteer hours of community service initiatives and 100% participation from every athletic program. Three athletes made the Big South All-Academic Team. Jacob Wilkinson was selected to the CoSIDA Academic All-District Team and was just selected to the 2<sup>nd</sup> Team All-American. In other updates, Dr. Brown stated that the Women's Soccer team was back-to-back tournament champions making the 7<sup>th</sup> Big South Tournament title in program history, the most of any Big South school. Dr. Brown stated that a record number of basketball season tickets have been sold this year with an overall 29% increase, creating a 34% increase in ticket revenue for the basketball season. In closing, Dr. Brown shared that Men's and Women's Basketball Alumni Weekend will be take place on Saturday, February 22, 2020, and invited all Board members to attend.

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

Mr. Mark S. Lawrence stated that the Student Success Committee met on December 5, 2019 with the following items to report.

Mr. Lawrence reported that Student Government Association President Colleen McNickle provided an update on recent activities related to SGA's Strategic Plan for the 2019-2020 academic year. The SGA Executive Committee attended the National Student Government Association Summit in Washington, D.C. Mr. Lawrence added that SGA collaborated with Alpha Phi Alpha Fraternity to hold a remembrance event to not only remember the two Highlanders lost this semester, but anyone who a student, faculty or staff member would like to remember. From the most recent Town Hall meeting, it was decided to explore how to offer school supplies for students in need. Mr. Lawrence continued by saying that SGA members, along with other student leaders, faculty and staff, completed the Talk Saves Lives suicide prevention training to learn warning signs, triggers, and assistance and prevention techniques. A Stress Less event was held to help students recognize and reduce stress before midterms.

Mr. Lawrence reported that Assistant Vice President for Student Success and Retention James Penven, Ph.D. and Assistant Director of Student Success Susan Hudson provided the Committee with an overview of Starfish – Early Alert System. Used on campus since 2016, Starfish is a central location

of student information for faculty and staff, and serves as a key tool in advising and retaining students. Mr. Lawrence added that students can make appointments with advisors, review positive faculty feedback, or view warning flags in their courses. Administrators and advisors can also see flags that are raised by faculty and then reach out to students, when necessary. Mr. Lawrence reported that there continues to be a steady increase in usage for all features of the system.

Mr. Lawrence shared that Vice President for Student Affairs Susan Trageser, Ed.D. provided an update of the Division of Student Affairs. The Center for Accessibility Services (CAS) implemented ACCESS CAS this academic year, which provides an online registration system for students seeking services. Student Counseling Services partnered with the Virginia Chapter of the American Foundation on Suicide Prevention to offer Talk Saves Lives, a suicide prevention training and train the trainer session to students, faculty and staff. Mr. Lawrence added that Substance Abuse and Violence Education Support (SAVES) services received a \$50,000 grant from the Virginia Department of Behavioral Health and Developmental Services to assist students in recovery. This grant will fund a 1500 hour position to oversee the recovery community efforts. Mr. Lawrence continued by adding that the Office of Student Success and Retention had two graduate students who have provided Success Coaching to 59 undergraduate students. In closing, Mr. Lawrence said that the first Achievers Day Reception was held for all new freshmen and transfers, a total of 519 students, who will make the Dean's List based on mid-term grades.

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

Ms. Krisha Chachra, Chair, stated that the University Advancement, University Relations and Enrollment Management Committee met on December 5, 2019 with the following items to report.

Ms. Chachra reported that Vice President for Enrollment Management Craig Cornell provided enrollment trends and observations for the incoming classes at Radford University and Radford University Carilion (RUC), as well as updates and activities with recruitment efforts. As of December 3, 2019, applications are up overall by 616 or 6.8%, which is 453 or 5% for main campus and 163 for RUC. There is also a strong growth and balance with in- and out-of-state applications being up by 235 or 3.4% for in-state and 218 or 10.1% for out-of-state at main campus and 143 applications for in-state and 20 for out-of-state at RUC. In addition, new student application quality indicators are also up with the average high school GPA being 3.47, which is up 0.05 over last year at this point in time. Transfer applications are also showing great growth with 302, up 6% over last year for main campus and 169 for RUC. Ms. Chachra added that several 2020 planning efforts are underway including new leadership changes within the division that will allow for a more strategic approach to enrollment efforts moving forward and a more pervasive focus on yield activities will be developed over the next few years, with a significant focus on what information students need at a given point of the enrollment cycle. Ms. Chachra shared the announcement of a new scholarship program, The Highlander Distinction Program, which will provide approximately \$13 million more in aid to students over the next four years. The program will provide broader aid package to more students for both merit and need-based aid awards.

Ms. Chachra reported that Vice President for University Advancement Wendy Lowery provided an update on recent activities of University Advancement to the Committee. Ms. Chachra provided an overview of the successful Homecoming and Reunion Weekend and reported the Committee viewed a video highlighting the 2019 activities. Ms. Chachra shared that the area is fully staffed and a new team member, Carolyn Clayton, Director for Annual Giving, was introduced. Ms. Chachra shared that the

Annual Giving digital efforts from The Hive, a crowdfunding platform, generated \$21,375 from 359 donors. To date, this is a 38% increase in dollars and 100% increase in donors from FY19. Ms. Chachra reported dollars raised to date total \$3,954,684 from 2,054 donors, but as of the meeting, the University has surpassed the \$4 million mark. In closing, Ms. Chachra shared that the Capital Campaign planning is going well, and the website is set to go-live in April.

Ms. Chachra reported that Vice President for University Relations and Chief of Staff Ashley Schumaker shared changes within the team. Christina Edney was recently hired as a Multimedia Producer, Justin Ward assumed a new role as Interim Director of Media Services and Don Bowman is retiring with over 30 years of service. Ms. Chachra summarized the ongoing efforts in the marketing strategy, including its alignment with the University's student recruitment efforts. She shared that 30% of the marketing was concentrated in the NOVA, D.C. and Maryland region with 55% in the remainder of the state and 15% in out-of-state markets. Ms. Chachra complimented the team on recent media coverage for several announcements and events, including the new hotel project, River Campus project, BB&T Leadership Development Program, the Bridge to RU Program, Tech Talent Investment Program, Shelor Motor Mile Scholars Program, Stuff the Bus Event and the Percussion Group receiving third place in a National Competition, which were introduced to the Board earlier. In closing, Ms. Chachra shared that the partnership between University Relations and other areas across campus have resulted in many high-profile projects including the Choose Radford stories, the recently published The Magazine of Radford University and the most recently produced University commercial.

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

Mr. Breon Case, Student Representative to the Board of Visitors, began his report by sharing the importance of community building and his efforts to do so on campus. Mr. Case described an ad hoc committee he created of students from different groups and organizations. They met once during the semester and had respectful conversations about difficult subjects. Mr. Case also shared information about Guess Who's Coming to Dinner, another project to raise awareness of differences and promote positive interactions. Ms. Rice applauded Mr. Case's efforts to promote communication among students and recognized that this is an important lifelong skill, not just as a student. Mr. Lawrence added that Mr. Case validates why it is important to have a student representative on the Board. A copy of the report is attached hereto as *Attachment D* and made a part hereof.

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

Ms. Snyder-Falkinham, Representative to the Radford University Foundation Board of Directors, provided an update on recent Foundation news and activities, including the Foundation held its second Board meeting of the year on November 14, 2019. She reported that the transition from Spider to BNY Mellon continues. She reported that the Foundation's June 2019 audit is complete and is available on the Foundation's website. She stated that RU Corporate Park is now nearly full. Ms. Snyder-Falkinham distributed an asset summary report, attached hereto as *Attachment E* and made a part hereof.

#### **CLOSED SESSION**

Rector Archer requested a motion to move into closed session. Dr. Fowlkes made the motion that the Radford University Board of Visitors convene a closed session pursuant to Section 2.2-3711 (A) Items 1, 3, 7 and 8 under the Virginia Freedom of Information Act for the discussion of personnel matters; discussion or consideration of the acquisition of real property for a public purpose or of the disposition of publicly held real property; consultation with legal counsel and briefing by staff members pertaining

to actual or probable litigation; and consultation with legal counsel regarding specific legal matters requiring the provision of legal advice by such counsel. Ms. Snyder-Falkinham seconded the motion. The Board of Visitors went into closed session at 10:30 a.m.

**RECONVENED SESSION**

Following closed session, the public was invited to return to the meeting. Rector Archer called the meeting to order at 11:15 a.m. On motion made by Dr. Fowlkes and seconded by Ms. Snyder-Falkinham, 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. Robert A. Archer, Rector	Yes
Mr. James Kibler, Jr., 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
Mr. Mark S. Lawrence	Yes
Ms. Nancy A. Rice	Yes
Mr. David A. Smith	Yes
Ms. Georgia Anne Snyder-Falkinham	Yes
Ms. Lisa Throckmorton	Yes

The resolution of certification was unanimously adopted.

**OTHER BUSINESS**

**RECOMMENDATION FOR APPROVAL OF PERFORMANCE PLAN UPDATE**

Rector Archer asked for a motion to approve the resolution for President Brian O. Hemphill's Performance Plan Update for 2019-2020. Ms. Snyder-Falkinham so moved, Mr. Kibler seconded, and the motion carried unanimously. A copy of the resolution is attached hereto as ***Attachment F*** and made a part hereof.

**RECOMMENDATION FOR APPROVAL OF AMENDMENT TO THE BYLAWS AND PROCEDURES FOR PUBLIC COMMENT**

Rector Archer asked Assistant Attorney General Allen T. Wilson to review with the Board members the information that was discussed at last meeting and the Executive Committee earlier regarding the requirement for higher education institutions to permit public comment prior to taking a vote on a proposed tuition increase. Mr. Wilson shared that there was a two-part recommendation. First, based



on the Board of Visitors governance structure, an amendment to the bylaws is recommended. The addition is to “Section 3. Meetings” by adding “Item G,” which reads:

“In accordance with Code of Virginia, §23.1-307(D) and (E), Radford University will provide public notice at least 30 days prior to considering an increase undergraduate tuition or mandatory fees. The Radford University Board of Visitors will announce a public comment forum prior to the vote. The procedures for the Public Comment Session are approved by the Board of Visitors and maintained on the Board of Visitors website.”

Mr. Wilson stated that the Executive Committee members discussed the recommended procedures and asked Board members if there were any additional questions. Following discussion, Rector Archer asked for a motion to approve the Procedures for Tuition Notice and Public Comment. Mr. Kibler made the motion, Mr. Lawrence seconded, and the motion carried unanimously. Rector Archer then asked Dr. Fowlkes to read the recommended Bylaws Amendment and then asked for a motion to approve the Amendment to the Bylaws, as distributed. Ms. Snyder-Falkinham made the motion, Mr. Kibler seconded, and the motion carried unanimously. A copy of the Procedures for Tuition Notice and Public Comment and the Amendment to the Bylaws are attached hereto as *Attachment G and H, respectively*, and made a part hereof.

Rector Archer shared with the Board of Visitors the concept of a mentoring program between a Board of Visitors member and a student. He said that this was an idea of Dr. Brown and that a subcommittee would be convened and be making a recommendation.

#### **ANNOUNCEMENTS**

Rector Archer announced the upcoming meeting dates:

February 13-14, 2020

April 30-May 1, 2020

August 3-6, 2020 Retreat

#### **ADJOURNMENT**

With no further business to come before the Board, Rector Archer thanked everyone for attending and requested a motion to adjourn. Mr. Lawrence so moved, Ms. Snyder-Falkinham seconded, and the motion carried unanimously. The meeting adjourned at 11:30 a.m.

Respectfully submitted,

Karen Castele

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

## MEMORANDUM

TO: Members of the Board of Visitors

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

DATE December 6, 2019

RE: President's Report

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I would like to begin my report today by acknowledging the hard work of the many faculty and staff across the campus who have worked diligently on behalf of the University in support of student success. Today, I will highlight a number of activities, events, and initiatives from the Fall 2019 semester.

**2018-2019 Annual Report**

The Annual Report, which was recently distributed in print and online, is organized around the focal areas of the 2018-2023 strategic plan, "Embracing the Tradition and Envisioning the Future." The items contained within the report fully illustrate a year filled with many achievements reached and important milestones celebrated by the campus, the community and beyond. The Annual Report validates the remarkable individuals who comprise the Radford family and make Radford University so very special. The report is distributed annually in alignment with the State of the University Address. A printed copy was mailed to each Board member.

**Introduction of Associate Provost for Health Sciences**

Following a national search, Teresa Ann Conner, PT, Ph.D., MBA was appointed as the inaugural Associate Provost for Health Sciences effective December 2, 2019. Dr. Conner has approximately 20 years of experience in higher education as a professor and academic leader at large, multi-campus research institutions, including East Carolina University, Elon University, Wake Forest University School of Medicine, Winston-Salem State University and the University of North Georgia (UNG). Dr. Conner most recently served as founding Dean and Professor in the College of Health Sciences and Professions at UNG, the state's seventh largest public university, offering more than 100 programs of study across five campuses to more than 18,000 students. UNG was established in 2013 through a merger of North Georgia College and State University and Gainesville State College.

As founding Dean at UNG, Dr. Conner established new programs and led her faculty in the architectural planning process to redesign a 73,000 square foot hospital to serve as the new home for the College. She also supported the development and expansion of two pro bono clinics and a proposal for an inter-professional practice clinic; created a leadership organizational structure; developed and implemented a five-year strategic plan through shared governance; developed a college constitution through shared governance; appointed a diversity and inclusion officer; developed website and newsletter communication for the college; created a clinical practice plan and clinical track policy; secured new space for the counseling program; secured funding to develop state-of-the-art human movement, virtual reality, balance and cell culture labs; and secured physical and virtual spaces for a nursing program expansion, as well as a second allocation of additional space for a new facility in an expansion site.

As Associate Provost for Health Sciences, Dr. Conner will play a significant role at Radford University, primarily in the Waldron College of Health and Human Services, and will divide time between the main campus in Radford, Virginia and Radford University Carilion in Roanoke, Virginia. Dr. Conner earned a Doctor of Philosophy in Anatomy and Cell Biology from East Carolina University; a Master of Business Administration from Elon University; a Bachelor of Science in Physical Therapy from East Carolina University; and a Bachelor of Science in Biology from Queens College.

I would like to this opportunity to formally welcome Dr. Conner to our campus and share my appreciation to the Search Committee for their dedicated efforts.

### **Update on Provost and Vice President for Academic Affairs Search**

Over the course of the Fall 2019 semester, the Provost and Vice President for Academic Affairs Search Committee has been working diligently under the leadership of Faculty Senate President Jake R. Fox, Ph.D. and Vice President for Finance and Administration and Chief Financial Officer Chad A. Reed. This talented group has dedicated countless hours to reviewing materials, conducting interviews, and engaging in discussions. Consistent with the Committee's recommendation and as a result of their tireless efforts, three finalists are visiting the main campus and Radford University Carilion (RUC).

- David L. Schechter, Ph.D.  
*Vice Provost*  
*California State University – Bakersfield*  
*September 2015 – Present*
- Jonathan Levin, Ph.D.  
*Provost*  
*University of Mary Washington*  
*June 2013 – December 2016*
- Carolyn Ringer Lepre, Ph.D.  
*Dean of the School of Communication and the Arts*  
*Marist College*  
*August 2014 – Present*

Two of the finalists visited campus earlier this week, and the third finalist will visit campus this coming week. All students, faculty and staff have been encouraged to participate in designated meetings and open forums as feedback from the campus community will be critical in completing this national search as a permanent Provost and Vice President for Academic Affairs is anticipated to be named in early 2020 with a start date of July 1, 2020.

### **Commonwealth's Tech Talent Pipeline**

Governor Ralph Northam recently announced the creation of the Tech Talent Investment Program (TTIP), a statewide workforce initiative that will poise Radford University as a lead institution in producing graduates prepared to fill the emerging tech talent pipeline. Through the TTIP, Radford University will receive approximately \$17.3 million in funding over the next 20 years to produce nearly 400 additional graduates beyond current degree production. The new program, announced by Governor Northam during an event at Virginia State University, is the result of Amazon's construction of a second headquarters, HQ2, in Northern Virginia. Amazon, a multinational technology company, plans to hire 25,000 employees for its new location over the next decade.

Radford University will implement several strategic initiatives, focused on community college partnerships, expanded degree pathways and improved retention efforts, to double its number of graduates, specifically those in the Artis College of Science and Technology's Bachelor of Science in Computer Science and Technology program. The program is designed to produce professionals with expertise in a range of technical skills that are highly sought after, including cybersecurity and software development.

The Artis College's Department of Information and Technology Curriculum Committee will continue developing an online, asynchronous degree completion program to be offered to students enrolled in the Virginia Community College System (VCCS). The program will provide a path to a Bachelor of Science in Computer Science and Technology for students currently unable to attend a traditional on-campus program.

In addition to focusing on community college partnerships, the Artis College will develop double major pathways for students in the Departments of Physics, Mathematics and Statistics and Information Technology. There will also be an increased focus on the engagement and success of students enrolled in the on-campus programs that are responding to the needs of the growing tech talent pipeline.

Several administrators and faculty members worked diligently to ensure Radford University was among the institutions from across the Commonwealth to be considered for the TTIP. Key contributors include: Vice President for Finance and Administration and Chief Financial Officer Chad A. Reed; Associate Vice President for Finance and Operations Sharon Barrett; Interim Provost and Vice President for Academic Affairs Kenna M. Colley, Ed.D.; and Artis College of Science and Technology Dean Orion Rogers, Ph.D and Artis College of Science and Technology Associate Dean Art Carter, Ph.D.

### **BB&T Leadership Development Program**

Through the generous support of BB&T, a leadership development program was recently created to expand opportunities for students and assist faculty in building expertise and knowledge in ethical and social leadership. The newly-established BB&T Leadership Development Program will provide students and faculty with unique opportunities to engage with BB&T leadership and the surrounding business community through seminars, lectures and community forums, as well as the BB&T Leadership Institute located in Greensboro, North Carolina. This enhanced partnership will allow BB&T and Radford University to engage the Davis College of Business and Economics locally, regionally and nationally with young minds entering the business community as socially responsible, ethical leaders.

Associate Professor of Management Danylle Kunkel, Ph.D. was selected to lead the program, which began with the Fall 2019 semester. As part of the program, Dr. Kunkel will develop opportunities to assist students in job preparedness and placement. She will oversee the selection of up to 30 students to participate in the program. These students will receive emerging leaders certification upon completion of the program, enhancing their workplace marketability. She will also aid existing faculty with ethical and social leadership advances, while conducting high-impact research in those areas. Additionally, faculty will have an opportunity to apply for course development grants to be provided by BB&T and utilized for generating course content aimed at ethical and social leadership. Dr. Kunkel will oversee this grant process.

### **Shelor Motor Mile Scholars Program**

In order to expand access to education and jobs in the New River Valley, a new partnership was formed with Shelor Motor Mile, Inc. Through their generous support, the Shelor Motor Mile Scholars Program is now available to Highlander students seeking internships and employment in the New River Valley. This program represents a valuable opportunity to further expand career-related training and scholarship support for talented students through their studies in four of Radford University's academic colleges. The program is a reflection of Shelor Motor Mile's commitment to the community and an extension of their eight-year-old Growing the Future Program, which currently supports over 50 elementary, middle and high schools across several counties in Southwest Virginia.

Shelor Scholars will follow a cohort model focused on supporting workforce and pipeline development, coupled with community engagement. Through the Shelor Motor Mile Scholars Program, selected rising seniors at Radford University will have access to internship opportunities, as well as interaction and mentoring with the leadership of Shelor Motor Mile. A total of 20 students will be selected annually as Shelor Scholars and will receive scholarship support to help cover educational costs at Radford University. The new program will provide an opportunity for Radford students to "learn and grow" right here in the New River Valley.

### **Dalton Eminent Scholar Awards**

Radford University recently announced the five faculty members who won the 2019 Dalton Eminent Scholar Awards. The annual awards provide faculty members opportunities to go above and beyond in their chosen academic fields and for Radford University to recruit and retain the best faculty as each faculty winner receives a \$10,000 award to fund research travel and materials, along with a \$5,000 award following successful completion of research and scholarly activity.

The Dalton Eminent Scholars Fund, which provides financial support for the prestigious awards, was originally established in the late 1980s and early 1990s as a way to honor United States District Judge Ted Dalton and former Governor of Virginia John Dalton. Through a grassroots fundraising campaign, more than \$700,000 was raised for the endowment, which now has funds totaling nearly \$2 million.

The recipients of the 2019 Dalton Eminent Scholar Awards are:

- Donna Boyd, Ph.D., Eminent Professor of Anthropology and Co-Director of the Radford University Forensic Science Institute in the Artis College of Science and Technology;
- Matthew DeCarlo, Ph.D., Assistant Professor of Social Work and Site Coordinator of the Roanoke Master of Social Work Program in the Waldron College of Health and Human Services;
- Seife Dendir, Ph.D., Professor of Economics in the Davis College of Business and Economics;
- Agida Manizade, Ph.D., Professor of Mathematics and Statistics in the Artis College of Science and Technology; and
- Thomas Pierce, Ph.D., Professor of Psychology in the College of Humanities and Behavioral Sciences.

### **Homecoming and Family Weekend**

From October 25-27, 2019, our campus and the community welcomed more than 1,000 alumni and friends during Homecoming and Reunion Weekend. The campus was busy with an array of activities throughout the weekend. On Friday, I hosted the annual State of the University Address, which provided an opportunity for students, faculty, staff, alumni and friends to come together as one Radford family to reflect on the past, celebrate the present and plan for the future. On Saturday, the Alumni

Village came alive with entertainment from The Deloreans. On Saturday evening, the First Lady and I were honored to host the Golden Reunion Dinner. These were just a few of the memorable moments from this year's event.

### **2019 Radford Highlanders Festival**

On October 12, 2019, we celebrated the 2019 Radford Highlanders Festival on campus stretching from Moffett Hall to Muse Hall. The Highlanders Festival was created to celebrate the rich history of the early Scots-Irish immigrants to this region. The Festival represents another aspect of our Radford family and Highlander pride. In the mid-90's, the entire University community rallied around what Scots-Irish heritage really means and the pride that it carries. At the first Radford Highlanders Festival in 1996, the University's Highlander mascot was introduced. Later, the Highlander became the nickname for the athletic teams. Please join me in applauding City of Radford officials, including Mayor David Horton and City Manager David Ridpath, and Karen Castele, who leads the University's coordination of this special annual event.

### **2019 Winter Commencement**

On December 12-14, 2019, Winter Commencement ceremonies will be held as the Radford family joins together to celebrate the achievements of its graduates and newest alumni. On Thursday, several department and school-based ceremonies will be hosted by Radford University Carilion. On Friday, the first Commencement at Radford University Carilion will be held at 10:00 am in the Berglund Center, as well as the School of Nursing Pinning, the Occupational Therapy Pinning and the College of Graduate Studies and Research Commencement and Hooding Ceremony on main campus. On Saturday, the undergraduate ceremonies for the main campus will take place at 10 a.m. and 1 p.m. in Bondurant Auditorium.

### **2020 General Assembly Session**

In preparation of the upcoming 2020 General Assembly Session, I continue to travel across the Commonwealth in order to share information with our state's leaders regarding the University's priorities and goals. Construction of the Center for Adaptive Innovation and Creativity and funding for financial aid remain two of our top priorities. In order to build continued support for these priorities and others, I invite Board of Visitors members to participate in our annual Advocacy Day to be held on January 30, 2020 in Richmond. The event provides students with a unique opportunity to share the Radford story with Virginia's elected officials, specifically delegates and senators, while obtaining first-hand experience of state government in action.

Before concluding my report, I am looking forward to the Board's consideration of the proposed 2020-2030 Master Plan. This document, as presented today, is the result of a multi-year process led by the Division of Finance and Administration. At this time, I would like to ask Vice President for Finance and Administration and Chief Financial Officer Chad A. Reed and Director of Facilities Planning and Construction Mike Biscotte to please stand and be acknowledged for their guidance and leadership. I would also like to recognize members of the Master Planning Committee and its subcommittees, which were critical in this collaborative process.

Mr. Rector and members of the Board, this concludes my report.

**RADFORD UNIVERSITY BOARD OF VISITORS**  
**Business Affairs and Audit Committee**  
**December 5, 2019**

**Action Item**  
**Approval of the Six-Year Capital Plan for 2020-2026**

**Item:**

Approval of the 2020-2026 Radford University Six-Year Capital Outlay Plan.

**Background:**

Every two years, each college and university in the Commonwealth of Virginia submits a Six-Year Capital Outlay Plan to the Department of Planning & Budget. From those requests, the Executive Branch uses these submissions to prioritize capital projects for the Commonwealth and to inform their decision on which projects will be slated for inclusion in the Governor's Executive Budget Bill which is presented in December of each year.

The Six-Year Plan reflects the mission of the University. The projects are submitted in priority order and identify the requested source of funding. The guiding principles of the plan were to identify future capital projects that renovate existing academic buildings as construction is completed on new facilities, address the need to co-locate administrative offices to improve operational efficiencies and departmental synergy, and modernize residence halls by updating the building's infrastructure and systems.

A summary of the submitted projects, by biennium, is presented in Appendix A and a brief description of each project is provided in Appendix B.

**Action:**

Radford University Board of Visitors approval of the 2020-2026 Radford University Six-Year Capital Outlay Plan, as presented in Appendixes A and B.

**Radford University Board of Visitors**  
**RESOLUTION**  
*Approval of the Six-Year Capital Outlay Plan for 2020-2026*  
**December 6, 2019**

**BE IT RESOLVED**, the Radford University Board of Visitors approves the Radford University Six-Year Capital Outlay Plan for 2020-2026, as presented in Appendixes A and B.

Adopted: December 6, 2019



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Robert A. Archer  
Rector  
Radford University Board of Visitors



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Karen Castele  
Secretary to the Board of Visitors  
Radford University



**RADFORD UNIVERSITY BOARD OF VISITORS**  
**Business Affairs and Audit Committee**  
**December 5, 2019**

**Action Item**  
**Approval of the 2020-2030 Master Plan**

**Item:**

Approval of the Radford University 2020-2030 Master Plan.

**Background:**

The Radford University 2020-2030 Master Plan was developed to support the Radford University 2018-2023 Strategic Plan: *Embracing the Tradition and Envisioning the Future*. The 2018-2023 Strategic Plan contains goals and strategies to support the vision of transforming Radford University into a premier, innovative, student-centered university in the Commonwealth of Virginia and beyond with a keen focus on teaching, research and service. This Master Plan includes both overall guidance and specific actions for enhancing the University's physical built environment as an integral part of this comprehensive strategic vision.

In order to understand and address the overall goals, the Master Plan work began with data collection in the fall of 2017. This process started with compiling all current and historic information relative to campus buildings, infrastructure, student, faculty and staff populations and other information from outside relevant resources, along with field investigation and collection of technical engineering data from the Facilities team, transportation and parking assessments and analysis of existing green space and landscape elements. The process also included information gathering meetings and work sessions with multiple groups of students, faculty and staff, as well as representatives from the City of Radford and other appropriate stakeholders.

The preparation of the 2020-2030 Master Plan provided a singular and significant opportunity for the entire University community to engage in the future development of the campus and the surrounding community. The Master Plan is organized around the following overarching areas of emphasis: Construct, Renovate, Repurpose, Evaluate and Upfit, Enhance and Create.

**Action:**

Radford University Board of Visitors approval of the Radford University's 2020-2030 Master Plan, as presented.

**Radford University Board of Visitors**  
**RESOLUTION**  
*Approval of the 2020-2030 Master Plan*  
**December 6, 2019**

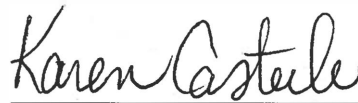
**BE IT RESOLVED**, the Radford University Board of Visitors approves the Radford University 2020-2030 Master Plan, as presented.

Adopted: December 6, 2019



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Robert A. Archer  
Rector  
Radford University Board of Visitors



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Karen Castele  
Secretary to the Board of Visitors  
Radford University

# Student Representative Report

RADFORD  
UNIVERSITY

# Goals

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- Community Building
- Bridging the Gap
- Increasing Highlander Spirit

# Community Building

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- Encourage Unity Across the University
- Bridging the Gap



# Update

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## Highlander Believers Student Committee



# Update

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## Guess Who's Coming to Dinner

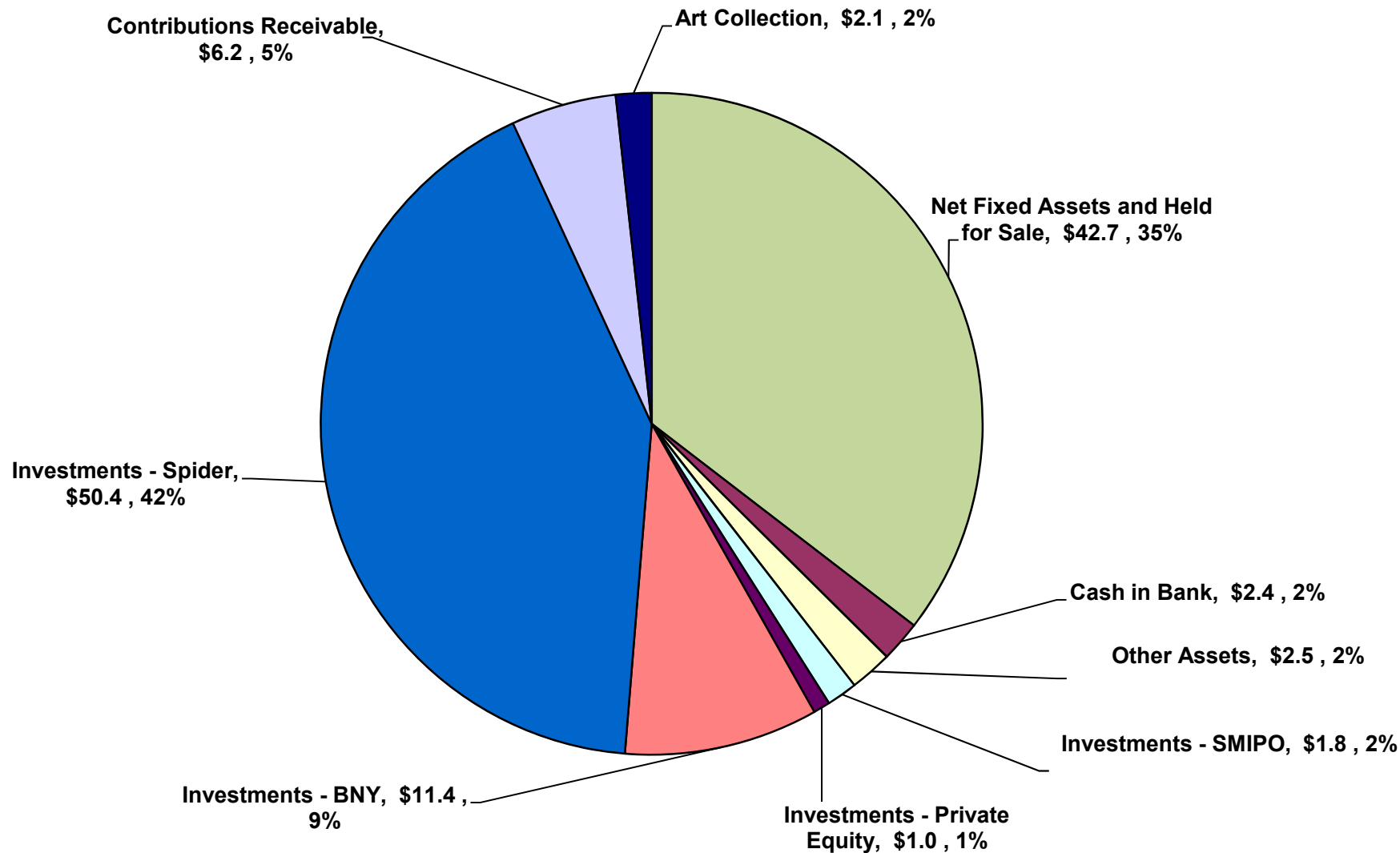
- A Conversation on Race
- Three Series Dinner



Questions?



# Radford University Foundation Asset Composition as of 09/30/19



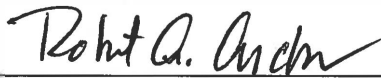
(in millions)

**Total Assets: \$120.5M**

**Performance Plan Update  
Resolution for Executive Committee Review and  
Board of Visitors Consideration**

**Now Therefore Be it Resolved,** that the Board of Visitors hereby approves payment for President Brian O. Hemphill's Performance Plan for 2019-2020, as discussed in closed session on December 6, 2019, and that said performance plan pursuant to Section E of the Employment Agreement of Brian O. Hemphill, Ph.D., dated December 7, 2018, is considered a personnel record.

Adopted: December 6, 2019



Robert A. Archer  
Rector  
Radford University Board of Visitors



Karen Castele  
Secretary to the Board of Visitors  
Radford University

## Radford University Board of Visitors

### Procedures for Tuition Notice and Public Comment

In accordance with Code of Virginia, §23.1-307(D) and (E), Radford University will provide public notice at least 30 days prior to considering an increase of undergraduate tuition or mandatory fees. The public notice will also identify a date, time and location for a Budget Presentation to be followed by a time period for public comment. The notice will also include guidelines for providing public comment.

- The Budget Presentation and Public Comment Session will be scheduled to allow for sufficient time for both the presentation and public comment. The timeframe may vary depending on the amount of information to be presented and anticipated number of speakers.
- The public can sign up to speak at the Public Comment Session by emailing [bov@radford.edu](mailto:bov@radford.edu). This is available from the time of public notice until noon the day prior to the Public Comment Session.
- Written comments may be sent to [tuition@radford.edu](mailto:tuition@radford.edu). This is available from the time of public notice until three days prior to vote to allow time for compiling information and making copies to be available to the Board members.
- A written copy of their comments is requested, but not required.
- Anyone who has not signed up to speak by the deadline may sign-in at the public comment session. If time permits, they will be given an opportunity to speak.
- At least three Board of Visitors members will be in attendance.

Adopted: December 6, 2019



Robert A. Archer  
Rector  
Radford University Board of Visitors



Karen Castele  
Secretary to the Board of Visitors  
Radford University

**Radford University Board of Visitors  
Resolution**

**Amendment to the Bylaws**

**Now Therefore Be it Resolved**, the Board of Visitors hereby amends the Radford University Board of Visitor Bylaws Section 3. Meetings by adding Item G:

**G. Tuition Notice and Public Comment.** In accordance with Code of Virginia, §23.1-307(D) and (E), Radford University will provide public notice at least 30 days prior to considering an increase undergraduate tuition or mandatory fees. The Radford University Board of Visitors will announce a public comment forum prior to the vote. The procedures for the Public Comment Session are approved by the Board of Visitors and maintained on the Board of Visitors website.

Adopted: December 6, 2019



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Robert A. Archer  
Rector  
Radford University Board of Visitors



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Karen Castele  
Secretary to the Board of Visitors  
Radford University

**RADFORD UNIVERSITY  
BOARD OF VISITORS BYLAWS**

**PREAMBLE**

The Board of Visitors of Radford University (“the Board”) adopts these Bylaws to provide for the orderly, consistent and efficient conduct of its business as the governing body of Radford University (“the University”).

As public trustees the Board has the responsibility and authority, subject to constitutional and statutory limitations, for the continuing operation, development of evolving policies, and financial oversight of the University. Much of this authority necessarily is delegated to the President, who serves as the agent of the Board and as Chief Executive Officer of the University.

It is acknowledged and understood that the University and the Board are at all times subject to the control and legislative enactments of the General Assembly of the Commonwealth of Virginia.

**Article I – The Board of Visitors**

**Section 1 – Legal Status, Composition, and General Operation**

**A. Legal Status and Composition.** The Board of Visitors of Radford University is created by Va. Code §23.1-2100. Membership of the Board, method and terms of appointment, and the method of filling vacancies are provided by statute (Va. Code §23.1-1300).

**B. General Operations.** The Board is required by law to, and does:

1. Strive to be transparent in its operations, and operate entirely openly to the extent required by law.
2. Comply with the Commonwealth of Virginia’s Freedom of Information Act (Code of Va. §2.2-3700, et seq.), including but not limited to the following:
  - a. Record minutes of each open meeting and post the minutes on the Board’s website in accordance with subsection 1 of §2.2-3707 and §2.2-3707.1;
  - b. Conduct all discussions and actions on any topic not specifically exempted by §2.2-3711 in open meeting;
  - c. Give public notice of all meetings in accordance with subsection C of §2.2-3707; and
  - d. Approve in open meeting any action taken in closed meeting before it can have any force and effect in accordance with subsection B of §2.2-3711.
3. Notify and invite the Attorney General’s appointee or representative (the legal counsel of the institution) to all meetings of the Board, Executive Committee, and other Board committees.

**C. Annual Executive Summary.** The Board is required by statute to submit to the General Assembly and the Governor an annual executive summary of its interim activity and work no later than the first day of each regular session of the General Assembly. This report shall be submitted in accordance with procedures stipulated by law.

**D. Removal of Board Members.** If any member of the Board fails to attend (i) the meetings of the Board for one year without sufficient cause, as determined by a majority vote of the Board, or (ii) the educational programs for governing boards presented by the State Council of Higher Education for Virginia, and required by Virginia Code §23.1-1304 in the member's first two years of membership without sufficient cause, as determined by a majority vote of the board, the remaining members of the Board shall record such failure in the minutes at the Board's next meeting and notify the Governor, and the office of such member shall be vacated. However, no member serving as of January 1, 2015 shall be removed for failing to attend the educational programs required by Virginia Code § 23-9.14:1 in the members first two years of membership if the member attends such training by January 1, 2016.

In accordance with Virginia Code §23.1-1300(C), the Governor has the authority to remove from office for malfeasance, misfeasance, incompetence, or gross neglect of duty any member of the Board and fill the vacancy resulting from the removal. Each appointment to fill a vacancy will be subject to confirmation by the General Assembly. The Governor will set forth, in a written public statement, the Governor's reasons for removing any member pursuant to this statute at the time the removal occurs. The Governor will be the sole judge of the sufficiency of the cause for removal as set forth in this statute.

**E. Resignation.** Any Board member may resign at any time by providing notice of the date of resignation to the Governor. Notice also shall be provided to the Rector so that the Board can take measures to accommodate said resignation. Such resignation shall take effect at the time specified in such notice and, unless otherwise specified therein, the acceptance of the resignation shall not be necessary for it to take effect.

## **Section 2 – Powers and Responsibilities**

Responsibilities of the Board include, but are not limited to, the following:

1. Control and expend funds of the University;
2. Establish fees, tuition, and other charges imposed on students;
3. Approve the University's budgets;
4. Appoint the President of the University;
5. Approve the strategic plans of the University;
6. Confer degrees;
7. Promote the purpose and mission of the University;
8. Adopt rules and regulations for governing employment and employees, and approve promotions, tenure, salaries of employees;
9. Name buildings and other major facilities;
10. Approve certain real property transactions; and
11. Adopt rules and regulations governing student conduct.

### **Section 3 – Meetings**

**A. Regular Meetings.** The Board meets in regular session four times each fiscal year, on dates established by the Board. The last regular meeting of each fiscal year is designated as the “annual meeting” of the Board.

**B. Special Meetings.** Special meetings may be called by the Rector or upon the request of any five voting members of the Board. Requests for a special meeting must be submitted to the Secretary to the Board (“Secretary”), who has the ministerial responsibility for making arrangements for the special meeting.

**C. Notice.** Notice of meetings must be published and provided to the Board and the public by the Secretary in accordance with these Bylaws and state law.

**D. Quorum and Votes.** A simple majority of the Board constitutes a quorum. Unless otherwise required by statute, actions of the Board are taken by simple majority of those present and voting.

#### **E. Member(s) Participation via Electronic Communications.**

1. A member can participate via electronic communication means from a remote location that is open to the public in accordance with the Code of Virginia §2.2-3708 and provided that:
  - a. A quorum of the Board is physically assembled at one primary location.
  - b. Notice of the meeting has been given at least three working days in advance of the date scheduled for the meeting in accordance with Virginia Code §2.2-3708(C).
  - c. The remote location from which the member is participating is open to the public. All agenda packets and, unless exempt, all materials that will be distributed to Board members shall also be made available to the public at the remote location.
  - d. Interruption in the telephonic or video broadcast of the meeting shall result in the suspension of action at the meeting until repairs are made and public access is restored.
2. A member may also participate via electronic communication means from a remote location that is not opened to the public in the event of an emergency, personal matter, or medical condition that prevents the member from attending in person, in accordance with the Code of Virginia §2.2-3708.1 and provided that:
  - a. If, on or before the day of the meeting, the member notifies the Rector that such member is unable to attend the meeting due to an emergency, personal matter, or medical condition that prevents the member’s physical presence, and the member identifies with specificity the nature of the emergency or personal matter.
  - b. The Board shall record the reason for the member to participate from a remote location together with the remote location from which the member participates in the minutes of the meeting.
  - c. There must be a quorum of the Board physically assemble at the primary location of the

meeting.

- d. The Board shall make arrangements for the voice of the remote participant to be heard by all persons at the primary location.
- e. If any request for participation via electronic communication from a remote location is denied, the decision and rationale will be reflected in the minutes.

**F. Agenda.** The draft agenda for each meeting is to be prepared by the President or the President's designee, and approved by the Rector. Matters that any member requests to be placed on the agenda should be brought to the attention of the President as far in advance of the meeting as possible. The President may assign a matter to the chair of the appropriate committee of the Board for review prior to placement on the Board agenda. The agenda and other meeting materials are to be made public as required by law, and delivered to each member of the Board as far in advance of the meeting as feasible.

Matters which arise after publication of the agenda may be placed on the agenda at the President's discretion, after consultation with the Rector, or by the Board's amendment of the agenda. The first order of business at every meeting is approval of the agenda. Proposed amendments to the agenda may be considered at that time.

**G. Tuition Notice and Public Comment.** In accordance with Code of Virginia, §23.1-307(D) and (E), Radford University will provide public notice at least 30 days prior to considering an increase undergraduate tuition or mandatory fees. The Radford University Board of Visitors will announce a public comment forum prior to the vote. The procedures for the Public Comment Session are approved by the Board of Visitors and maintained on the Board of Visitors website.

#### **Section 4 – Officers**

**A. Officers.** The officers of the Board are Rector and Vice Rector.

**B. Election and Terms.** The officers are elected by the Board at the annual meeting of the Board and shall serve a term of one year.

- 1. Nominating Committee.** The Governance, Administration and Athletics Committee acts as the Nominating Committee for officers of the Board. The Committee is to call for nominations from members of the Board annually, following the last regular meeting of the Board. Nominations from members are to be submitted in writing to the Chair no later than ten days after that call. The Committee will meet prior to the annual meeting to determine which nominations will be presented to the Board. The Committee may offer more than one nominee for an office.
- 2. Nominations from the Floor.** Nominations from the floor will be taken.
- 3. Term.** Newly elected officers assume office on July 1 following their election. Each officer holds office for a term of one year ending the following June 30 or until the successor is elected, whichever is later. Officers may serve up to two consecutive terms; however, there is no limitation on the number of non-consecutive terms an officer may serve. In the event the Vice Rector assumes the office of Rector for a period of 180 days or more, that period will count as a full term.

**C. Rector.** The Rector is charged with promoting a level of interest, involvement and activity among the members of the Board as will best contribute to (1) the establishment of proper policies, (2) wise



planning, (3) intelligent and considerate observance of the rights of the faculty, administration, staff, and student body, and (4) the maintenance of the independence of the Board, all of which will enhance the future welfare of the University.

Specific responsibilities include presiding at Board meetings; appointing all committees, unless otherwise provided in the Bylaws or directed by the Board; acting as the Board's primary spokesperson or representative; and performing such other duties as are generally expected of the presiding officer or are imposed by statute, Bylaws, or action of the Board.

**D. Vice Rector.** If the Rector is temporarily absent or unavailable, the Vice Rector presides over meetings and assumes all powers, duties and functions of the Rector. In the event of the death, permanent disability or resignation of the Rector, or should the Rector become otherwise permanently unable to perform the duties and functions of the office, the Vice Rector will become Rector for the remainder of the term, and a new Vice Rector will be elected.

## **Section 5 -- Advisory Representatives**

**A. Appointments.** The Board is to appoint one faculty member and one student as non-voting, advisory representatives to the Board. Representatives are appointed at the annual meeting which is the last meeting of the fiscal year, and serve one-year terms commencing July 1 following their appointment and ending June 30.

The faculty representative shall be the President of the Radford University Faculty Senate (Faculty Senate President), provided that said individual shall serve no more than two consecutive terms as faculty representative to the Board of Visitors. If the same individual shall serve more than two consecutive terms as Faculty Senate President, the faculty representative to the Board shall be appointed from a list of three faculty members submitted by the Faculty Senate. Should the faculty representative resign as faculty senate president during his/her term on the Board of Visitors, the new faculty senate president shall fill the remaining term on the Board of Visitors of the individual who resigned; in the event an individual assumes the role as faculty representative for a period of 180 days or more, that period will count as one full term.

The student representatives are appointed from a list of three students submitted by the President after consultation with appropriate members of the administration and such other individuals as the President deems necessary. The three nominees for student representative shall make a brief presentation to the Board of Visitors at the annual meeting at which the student representative will be appointed.

**B. Responsibilities.** Advisory representatives have the responsibility to support the best interests of the University and to work with members of the Board for the continuing operation and development of the institution as a comprehensive state university. They are expected to participate in all regular meetings of the Board. Each advisory representative will be appointed as a non-voting member of at least one standing committee, but may not chair a committee. Advisory representatives may submit agenda items for discussion and information to be considered by the Board by presenting them to the President in advance of meetings, but may not make motions or introduce new items at meetings. Advisory representatives may not attend closed meetings except by invitation of the Board.

## **Section 6 – Committees**

**A. Executive Committee.** The Executive Committee is comprised of the Rector, the Vice Rector, and the chairs of the standing committees. The immediate past Rector serves as an ex-officio member. The Rector serves as Chair of the Committee.

1. The Executive Committee is authorized and required to:
  - a. Develop and recommend to the Board a statement of governance setting forth the Board's role;
  - b. Periodically review the Board's Bylaws and recommend amendments;
  - c. Provide advice to the Board on committee structure, appointments, and meetings;
  - d. Develop an orientation and continuing education process for Board members that includes training on the Virginia Freedom of Information Act;
  - e. Create, monitor, oversee, and review compliance by Board members with the University's Code of Ethics, adopted August 23, 2007, which Code is equally applicable to Board members as well as other members of the University community;
  - f. Develop a set of qualifications and competencies for membership on the Board for approval by the Board and recommendation to the Governor.
2. Additionally, the Executive Committee is authorized to convene and exercise the full power and authority of the Board between meetings of the Board whenever circumstances require immediate action to address matters of an urgent nature, or as the Board may otherwise direct.

A simple majority constitutes a quorum. In the event that a quorum is not present, other members of the Board may be appointed by the Rector to serve in the place of absent members on an *ad hoc* and temporary basis in order that a quorum may be attained.

The Secretary to the Board is to inform promptly all members of the Board of any action taken by the Executive Committee. The Rector is to report actions taken by the Executive Committee at the next full meeting of the Board.

**B. Standing Committees.** Each standing committee is comprised of the Rector and Vice Rector plus not fewer than three additional Board members appointed by the Rector during or after the annual meeting. The Rector designates the chair and vice-chair of each committee and, on recommendation of the President, appoints an administrative assistant to staff each committee.

A simple majority of the members of a committee constitutes a quorum. In the event that quorum is not present, other members of the Board may be appointed by the Rector to serve in the place of absent members on an *ad hoc* and temporary basis in order that a quorum may be attained.

Matters may be referred to standing committees by the President, the President's designee, the Rector, or the full Board. In addition to the specific responsibilities provided by these Bylaws, the standing committees shall have any other duties and responsibilities assigned by the Board or the Rector.

The standing committees are:

1. **Business Affairs and Audit.** This committee is generally responsible for reviewing and recommending action to the Board regarding the financial and business affairs of the University, including but not limited to, capital projects, grants, contracts, and the naming of facilities. This committee also oversees the internal audit function of the University; receives

the annual financial audit report of the Auditor of Public Accounts; and performs studies of financial matters as directed by the Board.

2. **Student Success.** This committee is generally responsible for reviewing and recommending action to the Board on matters pertaining to students, including but not limited to, student retention, student support services and activities, student health and safety, student conduct and disciplinary standards, residential life, student organizations and activities, and the general quality of student life.
3. **Academic Excellence and Research.** The committee provides guidance to the Board on matters essential to academic quality. This committee is generally responsible for reviewing and recommending action to the Board on matters regarding the University's academic mission, purpose, plans, and programs, including, but not limited to the creation or elimination of academic programs and of colleges and schools and academic departments within the University; faculty appointments, and the policies and procedures governing the award of tenure; academic standards and policies for student admissions, progression and graduation; and the conferring of meritorious awards and honorary degrees.
4. **Governance, Administration, and Athletics.** This committee is generally responsible for considering and recommending action to the Board on policy matters pertaining to the administrative operations of the University, including personnel matters, and shall advise and consult with the President of the University on matters of human resources policy in regard to classified employees, university staff and other non-instructional faculty members employed by the University.

The committee shall also conduct an annual evaluation of the President as required by these Bylaws in a closed meeting and present its findings and recommendations to the Board.

This committee is responsible for reviewing recommendations and offering motions to the Board on matters and policies pertinent to the Division of Information Technology including implementation of new technologies and systems affecting the University's computer systems, websites and telephone systems.

This committee is also responsible for reviewing recommendations and offering motions to the Board on matters pertaining to all aspects of University intercollegiate athletics including, but not limited to, recruitment of personnel, development of new athletic programs, and maintenance and/or construction of athletic facilities.

5. **University Advancement, University Relations, and Enrollment Management.** This committee is generally responsible for oversight of programs that promote private donations for, and alumni support of, the University, including related activities undertaken by the University directly and by affiliated foundations on the University's behalf. It also oversees the University's public and community relations programs, which are designed to enhance the University's stature and reputation, and its efforts to publicly disseminate news about the University. This committee is also responsible for reviewing recommendations and offering motions to the Board on matters and policies pertinent to the university's enrollment management strategy.

**C. Special Committees.** Special or *ad hoc* committees are established by the Board or the Rector for an expressed purpose and limited duration. Special committees may have no fewer than four members

appointed by the Rector, who may change the membership at any time. The Rector designates the Chair of special committees.

### **Section 7 – Policies and Procedures.**

Subject to state law and these Bylaws, the Board may adopt rules and regulations and may establish specific policies or procedures for the operation of the University and, to the extent not inconsistent with these Bylaws, for the Board's own governance. All such policies and procedures in existence on the date of the adoption of these Bylaws, and all policies and procedures subsequently adopted by the Board must be published and are binding on all affected university constituents. The President shall be responsible for the publication and implementation of all policies and procedures of the Board.

## **Article II – Employees**

### **Section 1 – The President**

The President serves at the pleasure of the Board of Visitors or pursuant to contract with the Board. The President is the Chief Executive Officer of the University and oversees the overall operation of the University. The President is expected to provide leadership to the University community in the development of its mission and programs. The President directs the University's administration, faculty and staff, and oversees the financial affairs of the University and the use and maintenance of its physical facilities. The President supports the fund-raising and advancement efforts of public and private entities on behalf of the University and serves as the University's representative and official spokesperson. The President must act in accord with the policies and direction of the Board. The President must perform the duties and exercise the authority of the office in accordance with all applicable federal and state laws and regulations.

The President may delegate specific duties, in whole or in part, to other employees of the University. However, the President remains responsible for the performance of the delegate as to all matters within the President's authority.

The Board shall meet with the President, at least annually, in a closed meeting, and deliver an evaluation of the President's performance. A preliminary evaluation report is to be submitted by the Governance, Administration and Athletics Committee to the Board, which report serves as the initial basis for the Board's review and evaluation. Objectives for the coming year will also be presented to the Board by the President at the time of the evaluation.

Any changes to the President's contract shall be made only by vote of a majority of all members of the Board.

### **Section 2 – Provost, Vice Presidents, Vice Provosts, and Direct Reports to the President**

The Provost, Vice Presidents, Vice Provosts, and all direct reports to the President are selected by the President, subject to approval by the Board, and serve at the pleasure of the President, or upon such other terms as agreed by the employee, the President, and the Board.

### **Section 3 – University Auditor**

The University Auditor is responsible for the University's internal audit function, which provides independent appraisals and reviews of University operations. The University Auditor is administratively

responsible to the President, but is functionally accountable to the Board of Visitors. The University Auditor is appointed by, and reports to, the Board or a Board committee, as directed by the Board. In addition to the general responsibilities of the position, the University Auditor performs such duties incidental to the office as assigned by the Board or the President.

### **Article III – Miscellaneous**

#### **Section 1 – Suspension or Amendment of Bylaws**

These Bylaws may be suspended or amended in whole or in part at any meeting of the Board of Visitors.

#### **Section 2 – Parliamentary Authority**

Unless otherwise specified by these Bylaws, all Board and committee meetings, actions, and rulings will be guided by the most current edition of *Robert's Rules of Order Newly Revised (most recent edition)*.

End of Board of Visitors Materials

