

RADFORD UNIVERSITY

Board of Visitors

QUARTERLY MEETING

9:00 A.M.

SEPTEMBER 27, 2019

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

DRAFT **MINUTES**

BOARD MEMBERS PRESENT

Mr. Robert A. Archer, Rector
Dr. Thomas Brewster
Dr. Jay A. Brown
Mr. Gregory A. Burton
Ms. Krisha Chachra
Dr. Rachel D. Fowlkes
Dr. Susan Whealler Johnston
Mr. Mark S. Lawrence
Dr. Debra K. McMahon
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

Mr. James R. Kibler, Jr., Vice Rector
Ms. Karyn K. Moran
Ms. Nancy Angland Rice

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. Danny M. Kemp, Vice President for Information Technology
Ms. Wendy Lowery, Vice President for University Advancement
Ms. Kitty McCarthy, Vice President for Enrollment Management
Mr. Chad A. Reed, Vice President for Finance and Administration and Chief Financial Officer
Ms. Ashley Schumaker, Chief of Staff and Vice President for University Relations
Dr. Susan Trageser, Vice President for Student Affairs
Mr. Allen T. Wilson, Assistant Attorney General, Commonwealth of Virginia
Other Radford University faculty and staff

CALL TO ORDER

Rector Robert A. Archer called the quarterly meeting of the Radford University Board of Visitors to order at 9:05 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 September 27, 2019, as published. Mr. Mark Lawrence so moved, Ms. Georgia Anne Snyder-Falkinham seconded, and the motion carried unanimously.

APPROVAL OF MINUTES

Rector Archer asked for a motion to approve the May 10, 2019 minutes of the Board of Visitors meeting. Ms. Snyder-Falkinham so moved, Mr. Lawrence seconded, and the motion carried unanimously. Rector Archer asked for a motion to approve the July 15, 2019 minutes of the Board of Visitors meeting. Ms. Snyder-Falkinham so moved, Mr. Lawrence seconded, and the motion carried unanimously.

RECOGNITION

Rector Archer invited Director of Athletics Robert Lineburg to introduce Head Baseball Coach Karl Kuhn, who recently joined the University. Coach Kuhn shared with the Board of Visitors his philosophy of coaching, mentoring of team members and establishing goals for the future. He expressed his gratitude for having the opportunity to be a part of Radford University and speak to the Board of Visitors members.

Vice President of Finance and Administration and Chief Financial Officer Chad A. Reed introduced members of the Facilities Management staff and recognized them for going above and beyond routinely, but particularly this summer in getting off-campus apartments ready for students to move in. Rector Archer shared that the Board members talk about it, but it is the staff that makes it happen. He shared that the Board of Visitors members appreciate what they do every day.

PRESIDENT'S REPORT

President Brian O. Hemphill, Ph.D. began his report by welcoming David A. Smith to his first Board of Visitors meeting, after having participated in the Board Retreat this summer. He also welcomed Student Representative Breon Case to his first meeting. President Hemphill summarized the Highlander Family Tour that took place during the spring and summer with stops in Bristol, Raleigh, Atlanta, Charlotte, Roanoke, Virginia Beach, Richmond and Centreville. Each stop was exciting and unique as alumni and friends were celebrated. President Hemphill said that a University update was provided at each stop, a student highlighted and the Spirit of the Tartan Award was presented. He shared that he appreciated the attendance and support of the Board members who were able to attend one or more of these events, including the one held at The Cavalier in conjunction with the annual Board Retreat.

President Hemphill continued by sharing the back-to-school events, which occurred in Radford and Roanoke. President Hemphill shared highlights of the inaugural event of the Highlander Discovery Institute, held on September 19, 2019, when students, faculty, staff and members of the community experienced an insightful discussion focused on the nexus of politics and society. The event featured three renowned individuals: Katie Couric as the moderator and Donna Brazile and Ana Navarro as panelists for "Exploring the Nexus of Politics and Society." During the thought-provoking and

inspirational 90-minute discussion before a near-capacity auditorium, difficult and challenging topics were explored from gun control to global warming, polarizing politics and the role of media in society. President Hemphill introduced Craig W. Cornell, who was recently appointed to serve in the position of Vice President for Enrollment Management, effective November 1, 2019. Mr. Cornell has approximately 25 years of experience in executive leadership enrollment management positions at large, multi-campus research institutions, such as Ohio University, Bowling Green State University and Kent State University, as well as in the private sector. President Hemphill closed by sharing the success of Family Weekend and reminding Board of Visitors members of the upcoming Radford Highlanders Festival and Homecoming. 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. Susan Whealler Johnston, Chair, stated that the Academic Excellence and Research Committee met on September 26, 2019 and shared the following information.

Dr. Johnston reported that Interim Provost and Vice President for Academic Affairs Kenna Colley provided an Academic Affairs update, which included the University welcoming 24 new faculty, in addition to four who transitioned from temporary to tenure track contracts and eight who returned as full time temporary faculty. In addition, 78 Radford University Carilion faculty began on August 10, 2019. New personnel were introduced including: Dr. Ben Caldwell, the new Dean in the College of Graduate Studies and Research; Dr. Heather Keith, the new Director of Faculty Development; and Mr. Nasser Albeiruti, the new Director of Academic Budgets and Administration.

Dr. Johnston shared that the process of hiring a coordinator for the Venture Lab is underway and provided updates to the visioning of the Tourism Lab, as part of the Strategic Plan; year two of Research Rookies, which involved 15 new students across 12 disciplines; and the REAL model progress support, which included meetings of the REAL Implementation Steering Committee over the summer.

Dr. Johnston shared an update to the University academic degree offerings, including new certificates at the State Council of Higher Education for Virginia for special education and literacy education to address critical teacher shortage in Virginia; the Doctor of Education which will begin in Spring 2020 and 42 interviews of applicants have taken place with 24 selected for the first cohort and the second cohort chosen for Spring 2021; and a Counselor Education cohort, which will begin in Abingdon Spring 2020, in partnership with the Southwest Virginia Higher Education Center and support from the Virginia Tobacco Region Revitalization Commission.

In additional Committee business, Dr. Johnston reported that Faculty Senate President Jake Fox, Ph.D. provided an update on recent activities of the Faculty Senate. He began by reporting that the REAL Implementation Steering Committee was created this summer and has met often. He reported that three subcommittees were formed: the Academic Management, Analytics and Resources and Academic Support. The subcommittees will be working on a timeline that is flexible with a potential launch for 2021. In other Faculty Senate business, Dr. Fox reported to the Committee that three new faculty senators from Radford University Carilion have been added after the Faculty Senate changed the constitution this summer to include the Radford University family in Roanoke, work will be completed over the next few months on compiling an outcomes report of the 2019 Collaborative on Academic Careers in Higher Education survey results, the Faculty Senate will be working with Vice President of Finance and Administration Chad A. Reed on the 133 percent rule for faculty earnings, and the Faculty Senate will begin a salary equity study in collaboration with Human Resources.

REPORT FROM BUSINESS AFFAIRS AND AUDIT COMMITTEE

Mr. Gregory A. Burton, Chair, stated that the Committee met on September 26, 2019 and reported that University Auditor Margaret McManus presented an oral report and reviewed a list of reports that were provided to the Committee.

Mr. Burton also reported that Vice President for Finance and Administration Chad A. Reed presented a report of all past due accounts written off in the previous fiscal year, an update on the current capital projects and an update of the renovations to off-campus residential properties.

ACTION ITEMS

Resolution to Approve the 2019 Six-Year Plan Update

Members of the Board of Visitors were presented an update to the Six-Year Plan, which reflects the status of existing strategies based on institutional priorities and legislative action during the 2019 General Assembly Session. Mr. Lawrence made the motion to adopt the resolution to approve the 2019 Six-Year Plan Update, Dr. Jay A. Brown seconded, and the motion carried unanimously. The resolution is attached hereto as *Attachment B* and is made a part hereof.

Resolution to Approve Radford University's 2019-20 Operating Budget

Members of the Board of Visitors were presented a review of year-end financial activity as of June 30, 2019, and the 2019-20 Proposed Operating Budget. Mr. Lawrence made the motion to approve the 2019-20 Operating Budget, Dr. Brown seconded, and the motion carried unanimously. The resolution is attached hereto as *Attachment C* and is made a part of hereof.

REPORT FROM THE GOVERNANCE, ADMINISTRATION AND ATHLETICS COMMITTEE

Dr. Jay A. Brown, Chair, stated that the Governance, Administration and Athletics Committee met on September 26, 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 Radford University Carilion (RUC) transition. Vice President Kemp reported that 320 computers that were re-imaged, 1,514,336 files migrated, 16 Xerox copier/printers installed, thousands of academic, admissions and employee records, along with over 3,000 new accounts and 403 Blackboard course shells were created. Vice President Kemp also demonstrated the new University events calendar to the Committee.

Dr. Brown reported that Director of Athletics Robert Lineburg shared recent news and events of the Athletic Department, including Javonte Green is the first Highlander in program history to sign an NBA contract. Javonte is the 2nd all-time leading scorer and rebounder and all-time leader in steals for Radford. Dr. Brown shared that 73.5 percent of student-athletes finished with a 3.0 GPA or higher, and 40 student-athletes earned a perfect 4.0 GPA, Women's soccer was picked 1st in the Big South preseason poll, Men's soccer was picked 2nd, Volleyball was picked 2nd in the preseason poll and both Men's and Women's cross-country programs were selected inside the top six. Dr. Brown reported that the Highlander Club has 260 new members, and the total pledges and gifts is \$552,267. Dr. Brown added that the VCOM Sports Medicine Center was dedicated on August 28, 2019, and the Radford Athletics Hall of Fame induction ceremony will be Friday, October 25, 2019.

REPORT FROM THE STUDENT SUCCESS COMMITTEE

Dr. Debra K. McMahon stated that the Student Success Committee met on September 26, 2019 with the following items to report.

Dr. McMahon reported that Student Government Association (SGA) President Colleen McNickle presented the three pillars of SGA's Strategic Plan for the 2019-2020 academic year: Highlanders First, Highlander Engagement and Highlanders Aware. The Highlanders First initiative will focus on gathering the student perspective and act on needed changes through new legislation. Dr. McMahon added for Highlander Engagement, SGA will continue their community service efforts, created a Highlander Pride Committee and will once again host Unity Fest in the spring. She said for Highlanders Aware, SGA will host Take Back the Night, a sexual assault awareness event, and reinstate the mental health intervention training, Talk Saves Lives, with Student Counseling Services.

Dr. McMahon reported that Assistant Vice President for Student Success and Retention James Penven, Ph.D. updated the Committee on the newly-formed retention initiative, the First Year Success Team. Through the partnership with Ruffalo Noel Levitz, a statistical model has been used to determine which students may need additional support because of their risk of not being retained. Dr. McMahon added that the First Year Success Team is comprised of an academic advisor from each college, the staff in the Center for Major Exploration, New Student and Family Programs, and Student Success and Retention. She stated that each advisor and staff member has been assigned a caseload of students and they will each work intentionally with these students to provide increased support. The team will monitor each student for key warnings that he or she is at risk for not returning and will respond accordingly.

In additional updates to the Committee, Dr. McMahon reported that Vice President for Student Affairs Susan Trageser, Ed.D. provided the Committee with an update of the Division of Student Affairs. Dr. McMahon shared that the Office of Student Success and Retention has developed and implemented a program that aims to provide students with meaningful learning and engagement opportunities to link the student's work experience with student success. This program builds on existing practices used by the Office of Student Involvement, which includes structured conversations and learning outcomes.

Student Counseling Services began a new program this fall. Let's Talk is informal counseling outside the Counseling Center at various times and locations across campus. During these hours, students can meet with counselors with no set appointment. Dr. McMahon shared information on other Student Life initiatives, including there are currently 815 Fraternity and Sorority Life members who have donated 8,877 community service hours and raised \$18,000 in philanthropic giving during spring semester alone. Dr. McMahon reported that the fall-to-fall retention rate of freshmen in a living-learning community is 83.6 percent, while the retention rate of those freshmen not part of a living-learning community is 69.2 percent. She added that Housing and Residential Life has implemented a new Culture of C.A.R.E. philosophy. This philosophy is grounded in Customer Service, Accountability, Retention and Engagement. The staff is focusing on development and retention as it pertains to their professional staff members. She also reported that Student Standards and Conduct has developed programs to promote student success and retention, having holistic conversations with students to encourage involvement, reflective writing, success plans and goal setting.

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 September 26, 2019 with the following items to report.

Ms. Chachra reported that Vice President for Enrollment Management Kitty McCarthy shared enrollment data reflecting the Fall 2019 enrollment census as of September 9, 2019. The recent merger with Radford University Carilion (RUC) and the continued growth of the IMPACT program have helped to insulate Radford University from the anticipated decline in high school and community college enrollments. Vice President McCarthy stated that total fall headcount enrollment is 11,141 compared to 9,335 at Fall 2018 census. The total undergraduate headcount is 7,960, which includes 7,218 on Radford main campus, 712 at RUC and 30 IMPACT students. She added that graduate student enrollment stands at 3,181 and is comprised of 989 on main campus, 334 at RUC and 1,858 IMPACT students, with more IMPACT students anticipated to enroll over the next few weeks. She also reported that freshman GPA held steady at 3.29 on main campus and 3.40 at RUC.

Ms. Chachra added that transfer student recruitment remains a focus at both sites. Staff members are identifying opportunities to develop new community college partnerships and grow existing collaborations. She stated that continued attention is being devoted to the coordination and alignment of Radford University and Radford University Carilion recruitment activities and the Bridge Program partnership between Radford University and New River Community College.

Ms. Chachra reported that Vice President for University Advancement Wendy Lowery provided an update on recent activities of University Advancement to the Committee. She reported that over 1,000 alumni and friends were engaged through the recent Highlander Family Tours and expressed her appreciation to University Relations and Alumni Relations for their work in making the tours successful. Ms. Chachra reported on recent areas of alumni engagement, including Radford at the Nationals game, the 2019 Richmond Alumni Chapter Golf Tournament and the 2019 National Capital Region Golf Tournament. Ms. Chachra added that Vice President Lowery provided an update on the activities of Advancement Communications including the Capital Campaign website, Annual Giving Campaigns, fundraising proposals, The Magazine of Radford University and Radford University Connected. She added that Vice President Lowery introduced two new team members of the team: Steve Adams, Director for University Advancement for the Davis College of Business and Economics, and Bailey Black, Assistant Director for Advancement Communications. Ms. Chachra reported that funds raised to date total \$2,332,352 from a total of 639 donors.

Ms. Chachra reported that Chief of Staff and Vice President for University Relations Ashley Schumaker introduced three University Relations staff members as part of a team spotlight. The first was Ryder Deal, a 2019 Radford University graduate, who was hired in July 2019 as a Graphic Designer. The second was Max Esterhuizen, a Radford University graduate, who recently joined a group of students and faculty on the Radford Amazonian Research Expedition (RARE) Program trip to the Amazon in his role as a Media Services Specialist. The third was Mark Lambert, a Radford University graduate, who recently joined the team with the establishment of Radford University Carilion (RUC), where he serves as the Director of University Relations. Ms. Chachra shared details of last year's marketing strategy, including individual tactics, target markets and total impressions, which totaled more than 55 million impressions and sessions. A preview of this year's marketing strategy, including proposed tactics, overall timing and geographic breakdowns was provided, along with a preview of the new look and feel of the University's marketing efforts. Ms. Chachra also acknowledged the team's efforts in the RUC rebranding project at Carilion Roanoke Community Hospital and the new "I am a Highlander!" overall messaging and promotional materials.

REPORT FROM THE STUDENT REPRESENTATIVE TO THE BOARD

Mr. Breon Case, Student Representative to the Board of Visitors, began his report by sharing information about himself and his current involvement with student activities. Mr. Case discussed his goals for the upcoming year, which include Community Building, Bridging the Gap and Increasing

Highlander Spirit. Mr. Case added he would like to work toward increasing student attendance at events and create a school chant. A copy of the report is attached hereto as *Attachment D* and is 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 first Board meeting of the year on September 25, 2019. She reported that the transition from Spider to BNY Mellon is ongoing and, the field work on the annual audit is complete with the report to be issued in November. Ms. Snyder-Falkinham distributed an asset summary report, attached hereto as *Attachment E* and made a part hereof.

MASTER PLAN 2020 - 2030 UPDATE

Vice President Chad A. Reed introduced Director of Facilities Planning and Construction Mike Biscotte who presented the Master Plan 2020-2030 Update. Mr. Biscotte began by providing an overview of the process and the goals of the plan. Mr. Biscotte reviewed past master plans and existing University assets. Mr. Biscotte shared the initial findings and identified needs of the University. The draft recommendations shared by Mr. Biscotte include: Construct with Center for Adaptive Innovation and Creativity as the priority; Renovate with McConnell Library, Tyler Hall, Norwood Hall, Muse Hall and Dedmon Center identified; Repurpose with programmatic expansions requiring repurposed spaces; Evaluate and Upfit with changes in how we deliver services require changes in space; Enhance with how can we improve our assets; and Create with what needs to be added to enhance the overall experience. Mr. Biscotte shared the detailed timeline for completion of the Master Plan with the final plan presented to the Board of Visitors for approval at the December 2019 meeting. A copy of the report is attached hereto as *Attachment F* and is 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, 4, 7 and 8 under the Virginia Freedom of Information Act for the discussion of personnel matters; protection of the privacy of individuals in personal matters not related to public business; 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 11:05 a.m.

RECONVENED SESSION

Following closed session, the public was invited to return to the meeting. Rector Archer called the meeting to order at 12:45 p.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
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. Mark S. Lawrence	Yes
Dr. Debra K. McMahan	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

Review of Process for Future Public Comment

Assistant Attorney General Allen T. Wilson shared with the Board of Visitors information regarding legislation passed during the 2019 General Assembly session requiring higher education institutions to permit public comment prior to taking a vote on a proposed tuition increase. Mr. Wilson shared an overview of the thoughts being discussed in order to best provide an opportunity for public comment and how to formalize the process. The recommendation for consideration is that two weeks following the notification of a tuition and fee increase vote and approximately two weeks prior to the Board of Visitors meeting, the University will hold a forum, which will include a budget presentation followed by public comment. Additionally, based on the Board of Visitors governance structure, an amendment to the bylaws will be recommended. He asked the Board of Visitors members to think about the suggested process, ask questions and a resolution will be presented at the December meeting.

ANNOUNCEMENTS

Rector Archer announced the upcoming meeting dates:

December 5-6, 2019

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 12:50 p.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 September 27, 2019

RE: President's Report

It is an honor to begin by report by acknowledging our new Board of Visitors members. While this is the first quarterly meeting on campus for Mr. David A. Smith '85, M.S. '87, he attended the annual Summer Board Retreat, which was held in early July, and several other University events as a representative of the Board. Mr. Smith is no stranger to this campus as he is a two-time graduate and proud member of the Radford University Athletics Hall of Fame. Mr. Smith, along with his wife, Pebbles, also a graduate, received the Radford University Alumni Association Outstanding Service Award in 2017. Mr. Smith is also serves on the Athletic Foundation Board of Directors. Residing in Roanoke, Virginia, Mr. Smith serves as a Territory Sales Manager with Altria Group Distribution Company. And, today, we are pleased to officially welcome our newest Board member, our Student Representative Breon Case. Like each of you, I look forward to the contributions and perspectives of our newest Board members.

Highlander Family Tour

This past spring and over the summer months, First Lady Marisela Rosas Hemphill, Ph.D. and I were honored to host the Highlander Family Tour. We celebrated and reminisced with alumni and friends in the following areas: Bristol as our first stop; Raleigh; Atlanta; Charlotte; Roanoke; Virginia Beach; Richmond; and Centreville as our final stop. Each stop was exciting and unique as we provided an update on the University, highlighted a student and awarded the Spirit of the Tartan. I appreciate the attendance and support of the Board members who were able to attend one or more of these events, including the one held at The Cavalier in conjunction with our annual Summer Board Retreat.

Summer District Visits

In addition to the Highlander Family Tour, I have been traveling across the Commonwealth this summer and fall to meet with members of the General Assembly in order to advocate for Radford University. In my travels to local districts, I have met with delegates and senators to obtain support for the University's highest capital outlay priority, the Center for Adaptive Innovation and Creativity.

Based on my meetings to date, I am optimistic that we will secure full funding as part of the 2020 session based on the availability of a major bond issuance by the Commonwealth of Virginia. The project seeks to demolish both Porterfield and McGuffey Halls to construct a new, approximately 178,000-square-foot facility to address failing infrastructure concerns, while taking the opportunity to offer an innovative approach to health education. The project was initially included in Chapter 2 and appropriated with \$4 million from institutional resources to initiate detailed planning. Thus, planning efforts initiated in July 2018 and are near completion. The project submitted cost estimates to the Division of Engineering and Buildings (DEB) on June 10, 2019 was \$97.8 million. The project is ready for full funding and to proceed with construction.

The Center will address an array of significant existing programmatic and building deficiencies across a number of academic colleges. The multi-story building will include state-of-the-art instruction; laboratory, maker, studio, computer and collaborative spaces that integrate the arts and health sciences; and office and other academic support functions. Specialty spaces will include an instructional auditorium and support spaces, health science clinical lab spaces, painting and drawing studio spaces and music and dance studio spaces. The project will be located in a prominent area of campus directly adjacent to East Main Street and will respond aesthetically to the existing buildings along this important campus corridor.

2019-2020 Academic Year Kick-Off

Our back-to-school activities brought much anticipated excitement to campus. Consistent with the practice of the past two years, I attended each college meeting and shared various updates about our continued focus on the success of our students, our programs and our University. Along with Interim Provost and Vice President for Academic Affairs Kenna Colley, Ed.D., I hosted Fall Convocation for faculty and staff at which time we presented awards to deserving faculty and staff. Later that same week, we hosted New Student Convocation in Roanoke at the Berglund Center and in Radford on the lawn in front of McConnell Library. The main campus event included the customary class photo and picnic. Since the beginning of the academic year, the Radford family has joined together for numerous events, including:

- *New Faculty Reception:* On August 19, 2019, the First Lady and I welcomed the University's newest faculty members into our home and into the Radford family. This has become a special tradition at Radford University and one that begins a new faculty member's Radford journey and dedication to our students and our community.
- *Merger Celebration Cookout:* On August 23, 2019, the First Lady and I hosted approximately 100 individuals to provide our sincere appreciation for their diligent efforts to make the Jefferson College of Health Sciences merger a reality. During the cookout, members of the Steering Committee and the subcommittees joined together to reflect on our 18-month journey. A representative from each subcommittee came forward to provide their reflections on all that was accomplished.
- *All Faculty Reception:* On August 29, 2019, the First Lady and I were honored to welcome all faculty to our home for a reception. This was the second year in which all faculty were invited to the Governor Tyler House.
- *Club Fair:* On August 30, 2019, the Division of Students Affairs hosted more than 200 clubs, organizations and offices as thousands of students walked around Moffett Lawn looking for opportunities to get involved in campus life.

- *All Student Cookout*: On September 3, 2019, my family and I were pleased to invite all Radford University students to our home for a picnic. This was the second year in which all students were invited to the Governor Tyler House.
- *Open Forum for Classified Staff and Administrative and Professional Faculty*: On September 4, 2019, I hosted an open forum to provide a general University update and obtain feedback on the employee experience across many divisions and offices.
- *Business Leaders Reception*: On September 5, 2019, the First Lady and I hosted local and regional business leaders, along with members of the University's leadership team, at the Governor Tyler House.
- *Retired Faculty Reception*: On September 9, 2019, the First Lady and I welcome retired faculty to the Governor Tyler House. This event represented the fourth Retired Faculty Reception, which was a tradition I began during the first year of my presidency.
- *Open Forum for RUC Faculty and Staff*: Earlier this week, I hosted the first open forum for faculty and staff at Radford University Carilion. After providing a brief presentation, I heard feedback on our progress to date and ideas for the future.
- *Family Weekend*: This past weekend, we hosted Family Weekend as a stand-alone event, thereby allowing us to provide the very best experience for our students and their families. This year's event featured Saturday hours for various campus offices; a family photo shoot; a movie night; a hike; a dog show; planetarium shows; a fashion show; a family focus group; and so much more.
- *Venture Lab Ribbon Cutting and Formal Opening*: Yesterday morning, I was honored to be joined by Board members in officially opening the Venture Lab, an innovative concept in our five-year strategic plan, which is housed in the lower level of the Davis College of Business and Economics and will serve the entire campus.
- *Honors Student Reception*: Yesterday evening, the First Lady and I were honored to be joined by Board members as we hosted students from the Honors College.

Highlander Discovery Institute

At the inaugural event of the Highlander Discovery Institute held on September 19, 2019, students, faculty, staff and members of the community experienced an insightful discussion focused on the nexus of politics and society. The event featured three renowned individuals: Katie Couric as the moderator and Donna Brazile and Ana Navarro as panelists for "Exploring the Nexus of Politics and Society." During the thought-provoking and inspirational 90-minute discussion before a near-capacity auditorium, difficult and challenging topics were explored from gun control to global warming, polarizing politics and the role of media in society. However, the panelists were able to express views without interrupting each other or showing disrespect. It was truly an opportunity to observe civil discourse in action.

Following the inspired panel, various discussions were held to further the evening's transformative experience in nearby Young Hall. The discussions invoked all academic aspects from across Radford University with topics such as "Social Media and Politics," "America's Role in the World," "Transformative Politics of the Arts" and "The Political Landscape in Virginia." I would like to take this opportunity to thank the following Board members: Bob Archer; Tom Brewster; Georgia Ann Snyder-Falkinham; Rachel Fowlkes, Ed.D.; Mark Lawrence; David Smith; Jake Fox, Ph.D.; and Breon Case; who were in attendance for this special opportunity and memorable experience for our campus and our community.

The success of our inaugural event has set a high bar for future events of the Highlander Discovery Institute. I have received so many positive comments about the inaugural event and an overall excitement for what is next. I would like to acknowledge the Highlander Discovery Institute Steering Committee Co-Chairs Tim Channell, Ed.D. and Angela Joyner, Ph.D. for their strong leadership, as well as the Steering Committee and event staff for their outstanding efforts.

Recent Hiring Announcement and On-Going National Searches

Craig W. Cornell was recently appointed to serve in the position of Vice President for Enrollment Management effective November 1, 2019. Mr. Cornell has approximately 25 years of experience in executive leadership enrollment management positions at large, multi-campus research institutions, such as Ohio University, Bowling Green State University and Kent State University, as well as in the private sector. As Vice President for Enrollment Management at Radford University, Mr. Cornell will serve as a member of the President's Cabinet and the Leadership Council with broad responsibility for recruiting and enrolling a highly-talented and diverse student body. In this critical role, he will provide leadership to the offices of Admissions, Financial Aid, New Student and Family Programs and the Registrar on the main and at Radford University Carilion.

Mr. Cornell currently serves as Senior Vice Provost for Strategic Enrollment Management at Ohio University. As the Chief Enrollment Officer at Ohio University, Mr. Cornell has been responsible for the development, coordination and implementation of an effective multiyear, university-wide Strategic Enrollment Management Plan for the combined enrollment and student success of approximately 35,000 students annually across all educational modalities, while overseeing more than 100 full-time employees, 150 student employees and a combined \$12 million operating budget. Mr. Cornell has been at Ohio University since 2008.

The University is in the final stages of a national search for an Associate Provost for Health Sciences, a new position for providing needed leadership and strategic direction for the University's growing health sciences enterprise, including the newly-established Radford University Carilion. Two finalists visited campus during the week of September 9, 2019, and it is anticipated that an announcement will be made in the coming weeks.

The University recently launched a comprehensive search for the Provost and Vice President for Academic Affairs. For this important search, the professional services of R. William Funk & Associates, headquartered in Dallas, Texas, have been secured. Funk & Associates has a keen understanding of the critical role this position plays and has conducted many Provost searches for other major institutions across the country, including, but not limited to: Clemson University; Emory University; Mississippi State University; Ohio State University; Texas A&M University; University of Arizona; University of North Carolina-Chapel Hill; and countless other institutions varying in both scope and size.

Funk & Associates visited campus in late August, spending time in both Radford and Roanoke. As part of their visit, the Search Committee was formed and held its initial meeting. The Committee, co-chaired by Faculty Senate President and Professor of Anthropological Sciences Jake R. Fox, Ph.D. and Vice President for Finance and Administration and Chief Financial Officer

Chad A. Reed, represents the campus community and will be deeply engaged in this national search throughout the process. Membership includes the following campus stakeholders:

- Professor and Department of Biology Chair Justin Anderson, Ph.D. on behalf of the Artis College of Science and Technology;
- Professor of Marketing Carol Bienstock, Ph.D. on behalf of the Davis College of Business and Economics;
- Associate Director and Professor of Social Work Susan Schoppelrey, Ph.D. on behalf of the Waldron College of Health and Human Services;
- Professor of Health and Human Performance Dave Sallee, Ph.D. on behalf of the College of Education and Human Development;
- Professor of Mathematics and Statistics Agida Manizade, Ph.D. on behalf of the College of Graduate Studies and Research;
- Associate Professor and Department of Philosophy and Religious Studies Chair Paul Thomas, Ph.D. on behalf of the College of Humanities and Behavioral Sciences;
- Professor of Music and Director of University Bands Wayne Gallops, Ph.D. on behalf of the College of Visual and Performing Arts;
- Colleen McNickle on behalf of the Student Government Association;
- Associate Professor of Management Vernard Harrington, Ph.D. on behalf of the Faculty Senate;
- Director of Radio, Television and Communication Services Ashlee Claud on behalf of the Administrative and Professional Faculty Senate;
- Graduation Coordinator Kristina Contreras on behalf of the Staff Senate;
- Professor of Music Business and Department of Music Chair Tim Channell, Ed.D. as a Faculty Senate Appointee;
- Professor of Criminal Justice and Interim Core Curriculum Director Nicole Hendrix, Ph.D. as a Faculty Senate Appointee;
- Assistant Professor of Nursing and RN to BSN Program Coordinator Katie Katz, D.N.P. as a Faculty Senate Appointee;
- College of Visual and Performing Arts Dean Margaret Devaney as an Academic Dean Appointee;
- College of Humanities and Behavioral Sciences Interim Dean Matt Smith as an Academic Dean Appointee;
- Vice President for University Advancement Wendy Lowery as a Vice President Appointee;
- Chief of Staff and Vice President for University Relations Ashley Schumaker as a Vice President Appointee;
- Professor and Department of Design Chair Holly Cline as an Administrative Appointee;
- Vice President for Student Affairs Susan Trageser as an Administrative Appointee;
- Reference and Instruction Librarian Jennifer Whicker on behalf of McConnell Library; and
- Associate Professor of English Kevin Farrell, Ph.D. on behalf of Radford University Carilion.

The search will take place throughout the Fall 2019 semester, including off-campus interviews with semi-finalists and on-campus visits from finalists. Off-site interviews will be held during the week of November 11, 2019 with the finalists visiting campus the week of December 2, 2019. The selection and campus announcement will occur by January 2020, and a formal start date is to be determined.

Lastly, two other searches are underway at varying stages: Assistant Provost for Global Education and Engagement and the Dean of the School of Nursing. These processes will continue to move forward with active engagement from search committees and the campus community.

Upcoming Campus Events

Please mark your calendars for the Radford Highlanders Festival, which will return to campus on October 12, 2019 after being held off-campus for the last few years. And, Homecoming and Reunion Weekend will be held from October 25, 2019 through October 27, 2019. You are welcome and encouraged to attend any and all events, including the annual State of the University address to be held on October 25, 2019 beginning at 10:30 AM in Preston Hall's Bondurant Auditorium. This will be the third time this event has been held in conjunction with Homecoming and Reunion Weekend providing an opportunity for our alumni and friends to join students, faculty and staff. During the annual address, I will provide an overview of our many accomplishments during the last academic year, as well as make a variety of announcements about our exciting work moving forward.

Also, our annual Advocacy Day in Richmond has been set for January 30, 2020. I hope that Board members will make plans to participate in this worthwhile event that is transformational for our students, educational for our legislators and rewarding as Board members.

This concludes my report.

RADFORD UNIVERSITY BOARD OF VISITORS
September 27, 2019

Action Item
Approval of Radford University's 2019 Six-Year Plan

Item:

Board of Visitors approval of Radford University's 2019 Six-Year Plan as required by § 23.1-306.

Background:

In response to the requirements outlined in § 23.1-306 of the Code of Virginia, attached is a copy of Radford University's 2019 Six-Year Plan submitted to the State Council of Higher Education for Virginia (SCHEV) by the stated deadline of July 1, 2019.

As a mandate established through the "*Preparing for the Top Jobs of the 21st Century: The Virginia Higher Education Act of 2011*" (TJ21) legislation, governing boards of each public institution of higher education shall develop and adopt biennially and amend or affirm annually a six-year plan for their institution. This requires the plans to be submitted to the State Council for Higher Education of Virginia by July 1 of each odd-numbered year and requires any amendments or affirmations to existing plans to be submitted by July 1 of each even-numbered year.

The 2019 Six Year Plan submission marks the fifth iteration of this exercise. The instructions and template to complete the six-year plan are usually provided by SCHEV in late spring, typically at the time of the May Board meeting. Due to this timeline, the University has historically submitted the plan, to SCHEV by the July 1st deadline and then has presented it to the Board for approval at the next scheduled meeting, which is usually held in September. In July, the University is required to present the plan to a group of State representatives. This group will further review the plans over the July and August months, and provide comments in early September for all institutions to respond with updates or revisions, as appropriate, by October 1st. This process was once again followed for the 2019 Six Year Plan submission.

In preparation of the submission, the University reviewed the previous 2018 Six Year Plan update and determined which of the existing initiatives would remain and which new initiatives would be added. The 2019 Six-Year Plan reflects the priorities of the University and the objectives and goals outlined in Virginia Plan for Higher Education. The plan is divided in two parts. Part I is an Excel template with five components that includes a new section for Tuition Predictability Plans, Finance-Tuition & Other Nongeneral Fund Revenue, Academic-Financial Plan, General Fund Requests, Financial Aid Plan, and an Economic Development component that is intended to capture the institution's active contributions to stimulate the economic development of the Commonwealth. Part II provides a narrative summary of the proposed strategies and an evaluation of the most recent biennial six-year plan

The strategies identified in the University's 2019 Six-Year Plan were developed collaboratively with the leadership of each operating division, and incorporate multi-year budget initiatives

developed in the previous cycle. Divisions reviewed their respective submissions and updated strategies to align with current priorities and objectives. The academic strategies related to programmatic growth were developed by the Provost through the respective academic unit.

The Tuition and Fee Predictability Plan presents multiple scenarios ranging from no new general fund support to a substantial investment from the state for both Radford University and Radford University Carilion. The funding of the proposed strategies are subject to change unless incremental general fund support is received. Additionally, approval of tuition and fees is the responsibility of the Board of Visitors and may be adjusted based upon factors such as incremental general fund support, legislative requirements, projected enrollment growth, and prioritization of strategies to implement.

Action:

Radford University Board of Visitors approval of the Radford University 2019 Six-Year Plan.

RADFORD UNIVERSITY BOARD OF VISITORS
Resolution

Approval of Radford University's 2019 Six-Year Plan
September 27, 2019

WHEREAS, the Higher Education Opportunity Act of 2011 became effective July 1, 2011, and requires each public institution of higher education in Virginia to develop and submit an institutional six-year plan; and

WHEREAS, § 23.1-306 of the Act requires, "*The governing board of each public institution of higher education shall (i) develop and adopt biennially and amend or affirm annually a six-year plan for the institution; (ii) submit such plan to the Council (State Council of Higher Education for Virginia), the General Assembly, the Governor, and the Chairmen of the House Committee on Appropriations, the House Committee on Education, the Senate Committee on Education and Health, and the Senate Committee on Finance no later than July 1 of each odd-numbered year; and (iii) submit amendments to or an affirmation of that plan no later than July 1 of each even-numbered year or at any other time permitted by the Governor or General Assembly*"; and

WHEREAS, Radford University prepared a six-year plan in accordance with the requirements of the Higher Education Opportunity Act of 2011 and guidelines provided by the State Council of Higher Education for Virginia; and

WHEREAS, the University submitted the six-year plan to the State Council of Higher Education for Virginia by the stated deadline of July 1, 2019 for the 2019 submission; and

WHEREAS, the 2019 Six-Year Plan must be approved by the Board of Visitors prior to the October 1 final submission;

THEREFORE, BE IT RESOLVED the Radford University Board of Visitors approves the Radford University 2019 Six-Year Plan (Part I and Part II) as presented in the format provided by the State Council of Higher Education for Virginia; and

BE IT FURTHER RESOLVED, that the University is authorized to revise the 2019 Six-Year Plan as required by State officials for final submission by the stated deadline.

Adopted: September 27, 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
September 27, 2019

Action Item
Approval of the Radford University 2019-20 Operating Budget

Item:

Board of Visitors approval of the Radford University 2019-20 operating budget.

Executive Summary:

Each year, the Vice President for Finance and Administration & Chief Financial Officer is responsible for presenting Radford University's (the University) projected annual operating budget to the Board of Visitors for the upcoming fiscal year. The 2019-20 operating budget was developed in consideration of projected enrollment levels, actions taken by the Governor and General Assembly during the 2019 session, Board-approved tuition and fee rates, the strategic goals of the University, and the economic outlook.

Since the rollout of the 2018-2023 Strategic Plan: *Embracing the Tradition and Envisioning the Future*, a conscious effort has been underway to align institutional resources in support of strategic plan objectives. The collaborative process of budget development has helped provide the framework for which all divisions review operating priorities and align their actions with strategic goals of the University. The information collected during this process was instrumental in development of the University's Six-Year Plan submission to the Commonwealth and further helps to frame the strategic direction of the institution.

The budget development process for 2019-20 focused heavily on the establishment of Radford University Carilion (RUC) through the merger with Jefferson College of Health Sciences. With this merger, the University took a bold step toward achieving its goal to garner recognition for signature academic programs in health sciences, healthcare, and human services across the lifespan, as stated in the University's Strategic Plan. Both entities entered the merger from positions of strength with sound financials, sustained enrollment demand, and highly ranked programs. This endeavor could not have been successful without the support of stakeholders from across the Commonwealth, and a drive to increase the number of healthcare graduates over the next five years. The results of the merger incorporated an additional 152 full-time equivalent positions and \$22,341,370 into the University's budget.

The 2019 General Assembly session was largely focused on providing all Virginians with the opportunity of an affordable education. The legislative session was highlighted by the passing of the 2019-20 amended budget which provided a pool of \$52.5 million to be used for Tuition Moderation Funding to each institution of higher education who elected to hold in-state undergraduate tuition rates flat to prior year rates. This initiative represents a substantial investment in Virginia's students. The University received \$1,659,000 of this funding. The General Assembly also included additional funding to increase the previously planned salary actions for 2019-20. This raised the increases to 3.0 percent for across-the-board actions for faculty, to 2.75 percent for across-the-board actions for staff, and to 2.25 percent for staff merit increase.

Giving full consideration to the aforementioned items, the 2019-20 operating budget demonstrates a judicious use of University resources. The proposed budget identifies key operating efficiencies that help to address mandatory and unavoidable cost increases while maximizing funding opportunities for strategic plan initiatives.

Six-Year Planning Processes and 2019-20 Budget Development:

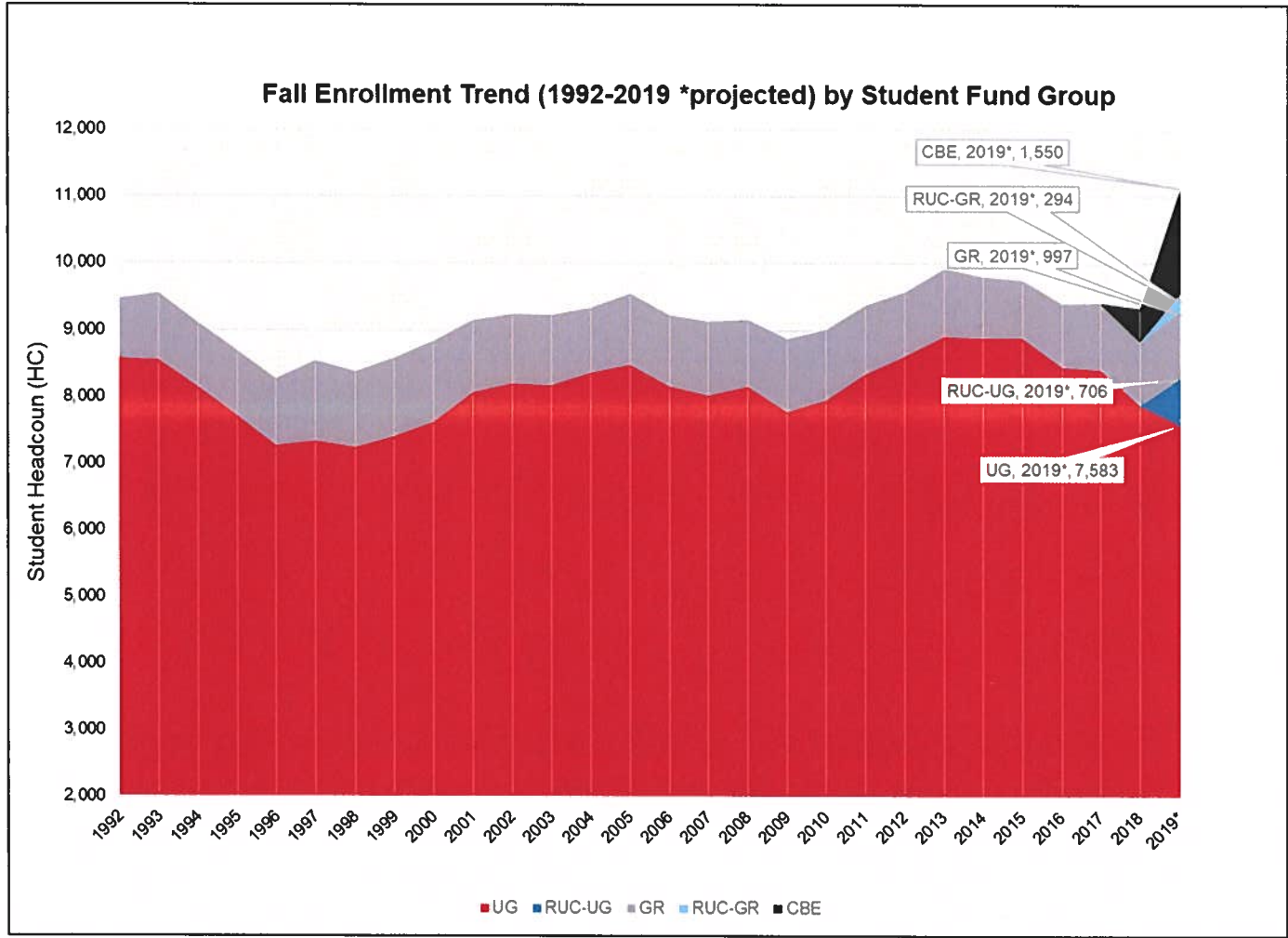
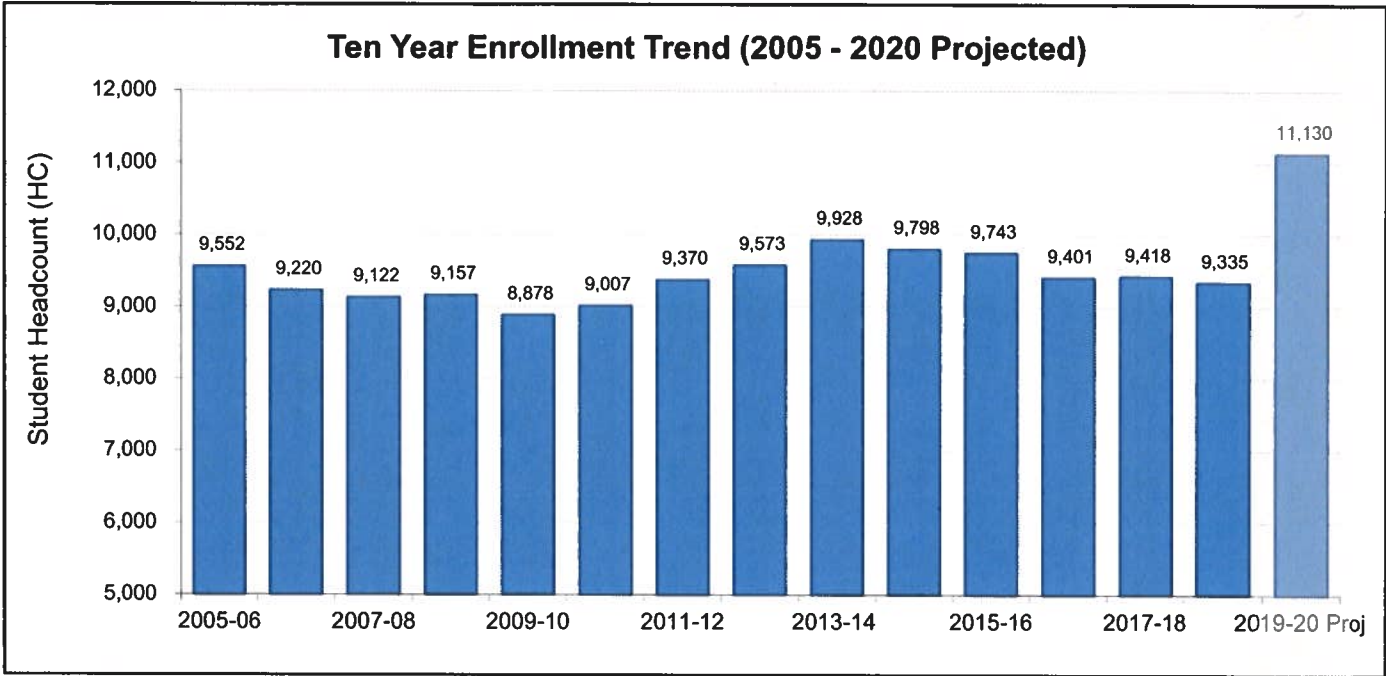
The Virginia Higher Education Opportunity Act of 2011 (TJ21) was passed by the 2011 General Assembly and is based on recommendations from the Governor’s Commission on Higher Education Reform, Innovation and Investment formed through Executive Order No. 9 issued in March 2010. The TJ21 legislation requires institutions of higher education to prepare and submit a “Six-Year Plan” by July 1st each year in accordance with criteria outlined by the Higher Education Advisory Committee (HEAC).

As an integral part of the six-year planning process, the University’s internal annual budget development cycle provides the opportunity to reevaluate the essential needs for the upcoming fiscal year and outline divisional priorities for the outlying years. The budget development review engages key personnel and provides a consistent mechanism to prioritize funding requests and strategically aligns the institution’s long-range goals with projected resources.

The University submitted the preliminary 2020-22 Six-Year Plan to the State Council of Higher Education for Virginia (SCHEV) on July 1, 2019 and will submit the final plan after Board action on October 1, 2019. The University’s Six-Year Plan identifies the targeted objectives and strategies to achieve both Virginia and institutional goals, and provides a foundation for preparing tuition and mandatory fee recommendations for consideration by the Board.

Enrollment Trend:

Between 2009-10 and 2013-14, the University’s enrollment increased by 1,050 students. However, since 2014-15, enrollment in traditional undergraduate programs has begun to stabilize to prior levels and additional student classifications are diversifying the enrollment portfolio. While total enrollment for 2019-20 is projected to be the largest ever for the University, the increase is from populations outside of the traditional undergraduate base of the University. The enrollment growth in the coming year is driven, in part, by a projected 1,100 additional RUC students added as a result of the merger with Jefferson College of Health Sciences and an additional 1,062 students enrolled in the University’s Competency Based Education (CBE) programs. Overall, undergraduate students are predicted to decrease by 307 from 2018-19 to 2019-20. This decrease, coupled with the dramatic increase in other student populations, represents a significant change in the enrollment classifications of the University population. The charts below show enrollment trends and identifies the fall enrollment since 1992 by student classification.



Mandatory Cost Increases:

2019 General Assembly Session Action

The 2019 General Assembly’s legislative session was largely focused on affordability of education for future generations of students. Governor Northam and the General Assembly made a substantial investment in students from the Commonwealth through their Tuition Moderation Plan, which provides base funding in lieu of tuition rate increases. This progressive approach to funding mandatory cost increases provides much needed relief to students in a time of rising student debt. The following schedule reflects the anticipated funding from the 2019 General Assembly Session, which provides additional general fund support for the University in 2019-20:

	Proposed 2019-20 Funding
E&G - Education & General	
2019-20 Degree Production Initiative	\$1,028,460
2019-20 Employee Faculty Increase (est.)	1,125,952
2019-20 Employee Staff Salary Increase (est.)	559,802
2019-20 Fringe Rate Changes	(81,211)
2019-20 Central Systems Changes	(25,752)
2019-20 Tuition Moderation	1,659,000
2019-20 RUC Operations	1,707,422
Total E&G General Fund Recommendations	\$5,973,673
SFA - Student Financial Assistance	
2019-20 In-State Undergraduate Financial Aid	994,206
Total E&G and SFA (combined) General Fund	\$6,967,879

Notes:

Central Appropriation amounts are not included in the University's line item appropriation. Instead they are held centrally by the Commonwealth and allocated after the start of the fiscal year. For this reason estimates have been provided.

Degree Production Initiative: General fund support of \$1,028,460 designated to address increased degree production in Data Science and Technology, Science and Engineering, Healthcare, and Education.

Tuition Moderation: Funding offered to hold In-State Undergraduate Tuition rates flat to 2018-19 rates. This is base funding provided to address affordability for Virginia students.

In-State Undergraduate Financial Aid: General fund support of \$994,206 for need-based Undergraduate Student Financial Assistance. The allocation of financial aid resources are important for the University and will assist in lowering the cost of higher education.

Other Mandatory Costs –

In addition to the legislatively mandated items, the University must also address teaching and research faculty promotion and tenure contractual commitments, operation and maintenance of new and existing facilities, contractual escalators for technology and maintenance contracts, and recovery rate changes. These initiatives, referred to as central cost commitments, combine to total \$348,310. For additional details, Attachment II provides a further breakdown of the mandatory cost requirements.

Funding Sources and Cost Drivers:

The Commonwealth’s policy for funding higher education is to fund 67 percent of the cost of education for in-state students. Figure 1 reflects the status of general fund support for the University’s educational and general (E&G) program from 2005 through 2020 (projected) in relation to this policy. Currently, general fund support for the E&G program is projected to be 43.7 percent for main campus in the 2019-20 fiscal year, and 38.3 percent including RUC.

As demonstrated in Figure 1, the 2019-20 projected E&G general fund split is significantly below the Commonwealth’s policy of 67 percent. The difference reflects funding of essential programmatic needs to support the University’s in-state student population.

Figure 1: E&G General Fund Appropriation Historical Trend

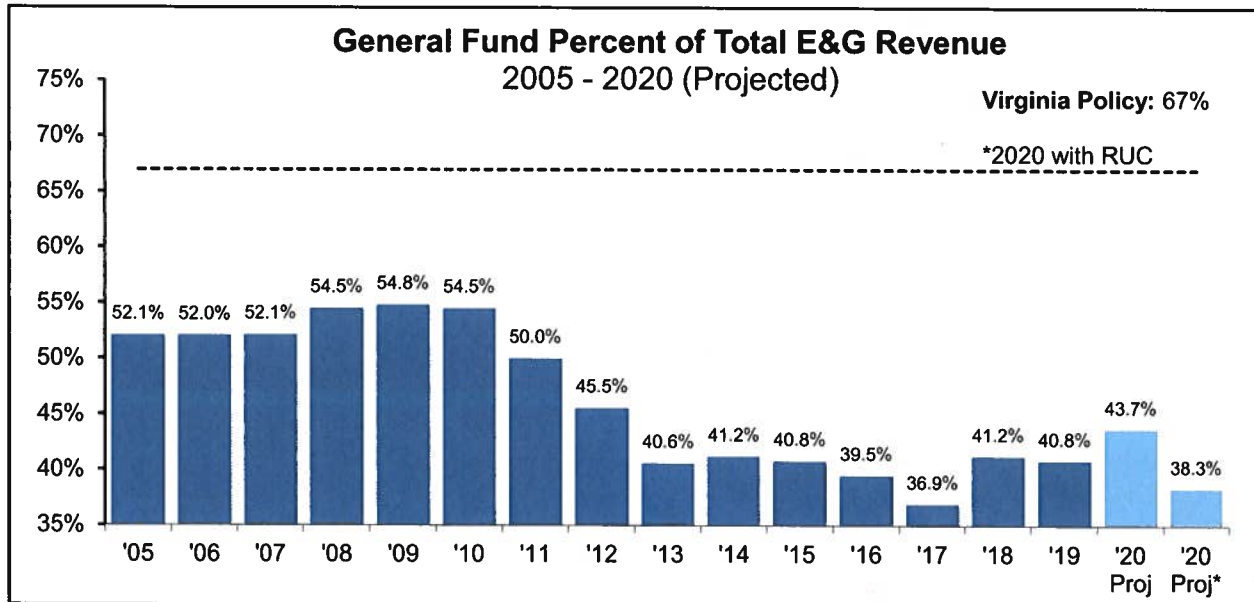
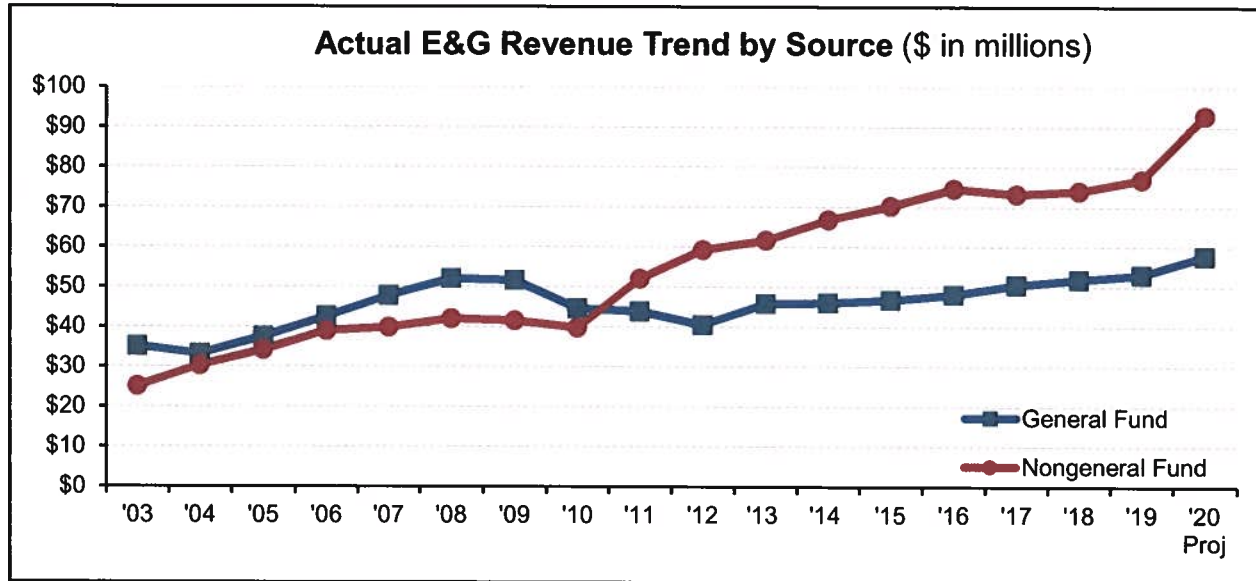


Figure 2 displays the E&G general fund and nongeneral fund trends between 2002 and 2020 (projected). In 2010, as a result of the economic downturn and the sustained loss of general fund support, students and their families began funding the majority of the cost of education. The increase in nongeneral funds for 2020 relates primarily to the merger with JCHS and the related \$20.6 million in Tuition and Fee revenue associated with the new RUC site. There is also an increase in general funds related to the \$1.7 million allocation to RUC, as well as, infusion of support for Tuition Moderation Funding, and other mandatory cost increases.

Figure 2: E&G General Fund/Nongeneral Fund Split Historical Trend (Nominal Dollars)



Proposed Budget

2019-20 Projected Total Revenue

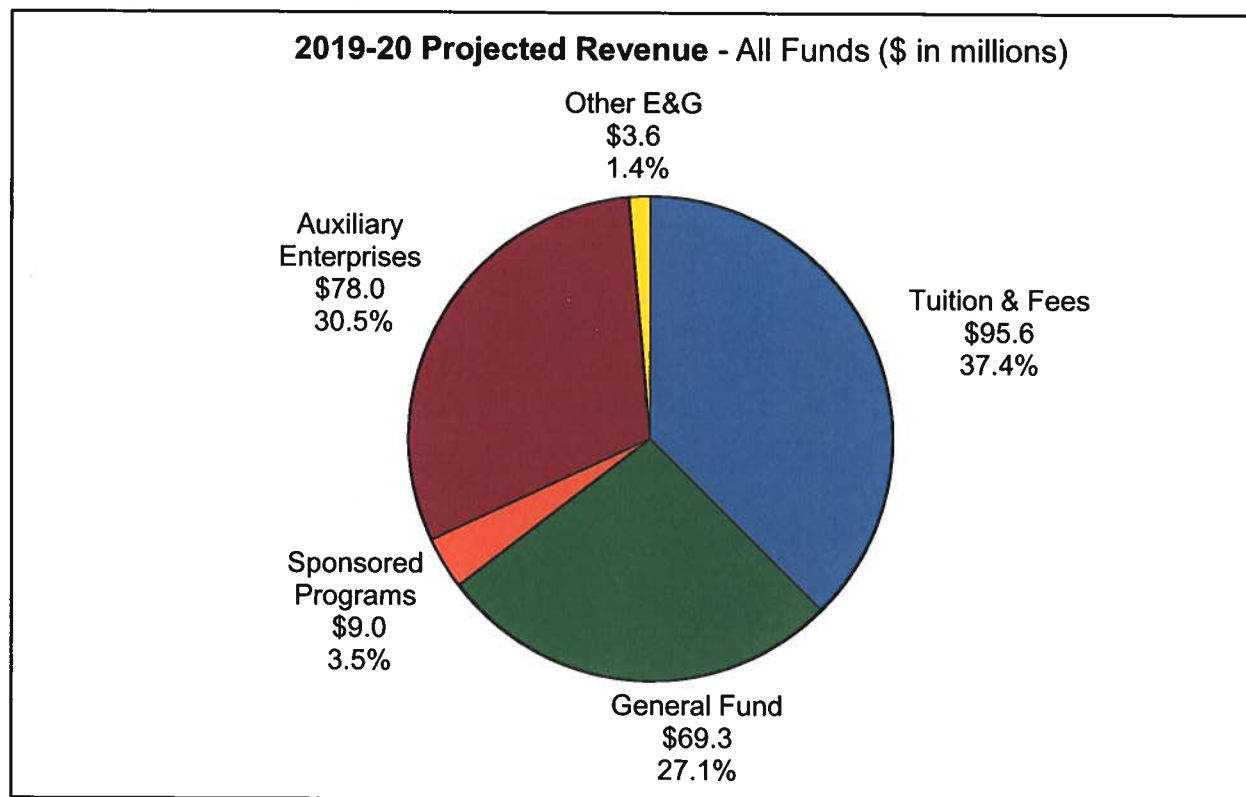
Radford University’s institutional budget is derived from two fund sources:

- **General Fund (GF)** – Virginia tax dollars (unrestricted), distributed through the Commonwealth’s budget process and documented through the Virginia Acts of Assembly (i.e. Appropriations Act).
- **Nongeneral Fund (NGF)** – tuition, mandatory (technology and comprehensive) fees, user (room and board) fees, other E&G and auxiliary enterprises fees, grants/contracts/research, federal student work study, and commissions (e.g. dining services, bookstore, laundry, etc.).

For fiscal year 2019-20 the University is projecting the largest total revenue budget in it’s history at \$255.5 million. This reflects an 11.3 percent increase above the 2018-19 Adjusted Total Budget. The increase is attributable to incremental operating support and increased student financial aid from the Commonwealth, Board-approved fee rates, as well as, the addition of Tuition and Fees for RUC.

The majority of the University’s total operating budget (72.9 percent) is supported through nongeneral fund sources. The remaining 27.1 percent is supported through the general fund. Figure 3 displays the breakdown of projected revenue by major funding sources.

Figure 3: 2019-20 Projected Total Revenue (All Sources and Programs)



2019-20 Projected Total Expenditures

Expenditures are expected to total \$247.2 million for 2019-20. Projected expenditures are set less than projected revenues due to required Auxiliary Enterprises reserve fund deposits that must be generated to meet the SCHEV guidelines for operating, equipment renewal and replacement, and capital projects.

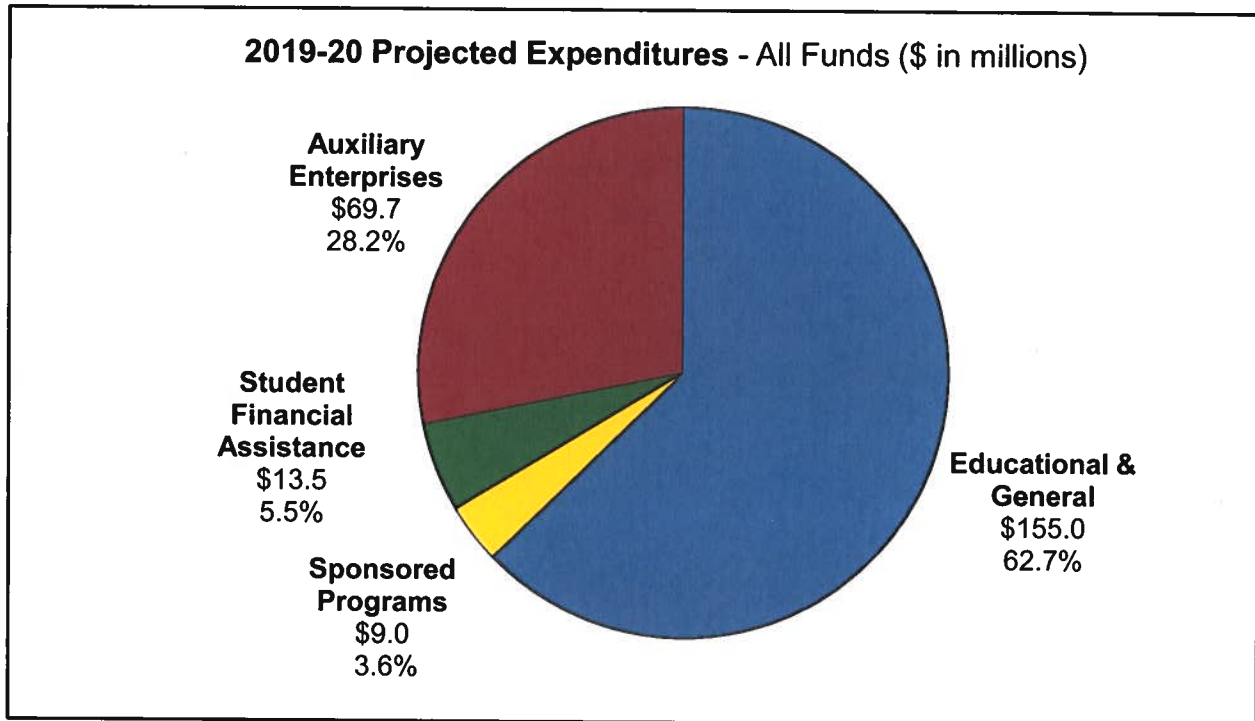
Figure 5 illustrates projected expenditures for each of the major programs which include:

- **Educational & General (E&G):** Activities to provide instruction, research, public service, academic support (e.g., library, deans), student support services (e.g., admissions, financial aid, registrar), and program support (e.g., administration, institutional support, physical plant) services.
- **Student Financial Assistance:** Activities to provide financial assistance to Virginia students.
- **Financial Assistance for Educational and General Services Program (Sponsored Programs, Grants and Contracts):** Activities to provide additional resources for educational and general services through third-party grants, contracts, and research.

- **Auxiliary Enterprises:** Self-supporting activities to provide goods or services to students, faculty, staff, and visitors (e.g. residence halls, dining services, bookstore, athletics, student activities, etc.).

The E&G program represents 62.7 percent of the expenditures budgeted while Auxiliary Enterprises accounts for 28.2 percent. The remaining 9.1 percent is split between Student Financial Assistance and Sponsored Programs.

Figure 4: 2019-20 Projected Expenditures by Major Program



Attachment I and Schedules A and B provide an overview of the University’s proposed 2019-20 operating budget by major program. Attachment I details the 2019-20 Funded E&G Initiatives by Division, Schedule A provides an overview of the 2019-20 Total University Operating Budget, and Schedule B reflects the 2019-20 Auxiliary Enterprise Budget by major program area.

The following is a narrative description by major program to complement the financial information presented in Attachment I and Schedules A and B.

Educational & General (E&G) Program

The Educational and General (E&G) program supports instruction, academic support, libraries, public service, student services, institutional support, and operation/maintenance of the physical plant. The proposed 2019-20 E&G operating budget (base and one-time) totals \$155.0 million. The projected increase in E&G revenue is primarily derived from incremental tuition revenue associated with RUC.

In 2019-20, the percentage of the E&G budget supported by general funds is projected to be 41.7 percent, or 37.2 percent if RUC is included in the calculation. The University is anticipated to receive \$5.9 million in new general funds over the previous year for central appropriation adjustments, legislative mandated salary and fringe benefit rate increases, tuition moderation, degree production, and operational investments in RUC bringing total general funds to \$57.7 million. Projected E&G nongeneral fund revenue is derived primarily from tuition and fees at \$95.6 million with all other E&G revenue totaling \$3.6 million.

Resource Allocations

During the May 2019 Board of Visitors meeting, programmatic priorities were outlined and incorporated into the proposed 2019-20 budget. Attachment I provides an overview of the E&G base budget initiatives funded in 2019-20. In addition, Attachment II illustrates the initial budget assumptions provided to the Board in May 2019, as well as, any changes that occurred prior to finalization of the actual 2019-20 operating budget.

Student Financial Assistance Program

Commonwealth support from the general fund is appropriated for scholarships and fellowships to undergraduate and graduate students. The authorized general fund appropriation for fiscal year 2019-20 is \$11.6 million, an increase of \$994,206 over fiscal year 2018-19. In addition to general fund support, the University continues to commit \$1.9 million from institutional nongeneral fund resources to support undergraduate need-based financial aid.

Financial Assistance for Educational and General Services Program (Grants/Contracts) –

The University receives external funding for grants and contracts from a variety of federal, state, private, and local sources. For fiscal year 2019-20, estimated annual activity for Sponsored Programs is projected at \$8.9 million.

Auxiliary Enterprises Program

The Auxiliary Enterprises program supports student service activities such as residential life, dining, athletics, recreation, student health, and transportation. Funding for this program is generated from contract commissions and fees assessed to students and/or users. The Commonwealth requires Auxiliary Enterprises to be financially self-supporting. For this reason, general fund support and tuition revenue cannot be allocated to these activities.

For fiscal year 2019-20, the revenue budget for Auxiliary Enterprises is projected to be \$77.9 million. It should be noted that all auxiliary budgets were adjusted to account for salary increases and fringe benefit rate changes, the alignment of indirect costs, and utility changes, as necessary.

It is projected that approximately \$8.3 million will be generated in 2019-20 for reserve fund contributions which can be used for future debt service, maintenance reserve projects, and construction and/or renovation costs associated with future capital projects. The following are future considerations for auxiliary reserve balances: residence hall improvements, athletic complex renovations, equipment renewal and replacement, and land acquisition.

Action:

Radford University Board of Visitors approval of the 2019-20 operating budget as presented in Schedule A for Total Operating Budget and Schedule B for Auxiliary Enterprises.

RADFORD UNIVERSITY BOARD OF VISITORS

**Resolution
September 27, 2019**

Approval of the Radford University 2019-20 Operating Budget

BE IT RESOLVED, the Radford University Board of Visitors approves the fiscal year 2019-20 operating budget as presented in Schedule A for Total Operating Budget and Schedule B for Auxiliary Enterprises.

Adopted: September 27, 2019



Robert A. Archer
Rector
Radford University Board of Visitors



Karen Castele
Secretary to the Board of Visitors
Radford University

Student Representative Report

RADFORD
UNIVERSITY

Who am I

Breon Case

Junior, Management Major

Suffolk, VA

- Black Leaders Attaining Careers, President & Founder
- Brother4Brother, Treasurer & Board of Director
- Diversity Ambassador, Office of Admissions
- Kappa Alpha Psi Fraternity, Inc., Brother
- Resident Assistant, Pocahontas Hall



Goals

- Community Building
- Bridging the Gap
- Increasing Highlander Spirit

Community Building

- Encourage unity across the university
 - Discussions on Race
- Bridging the Gap



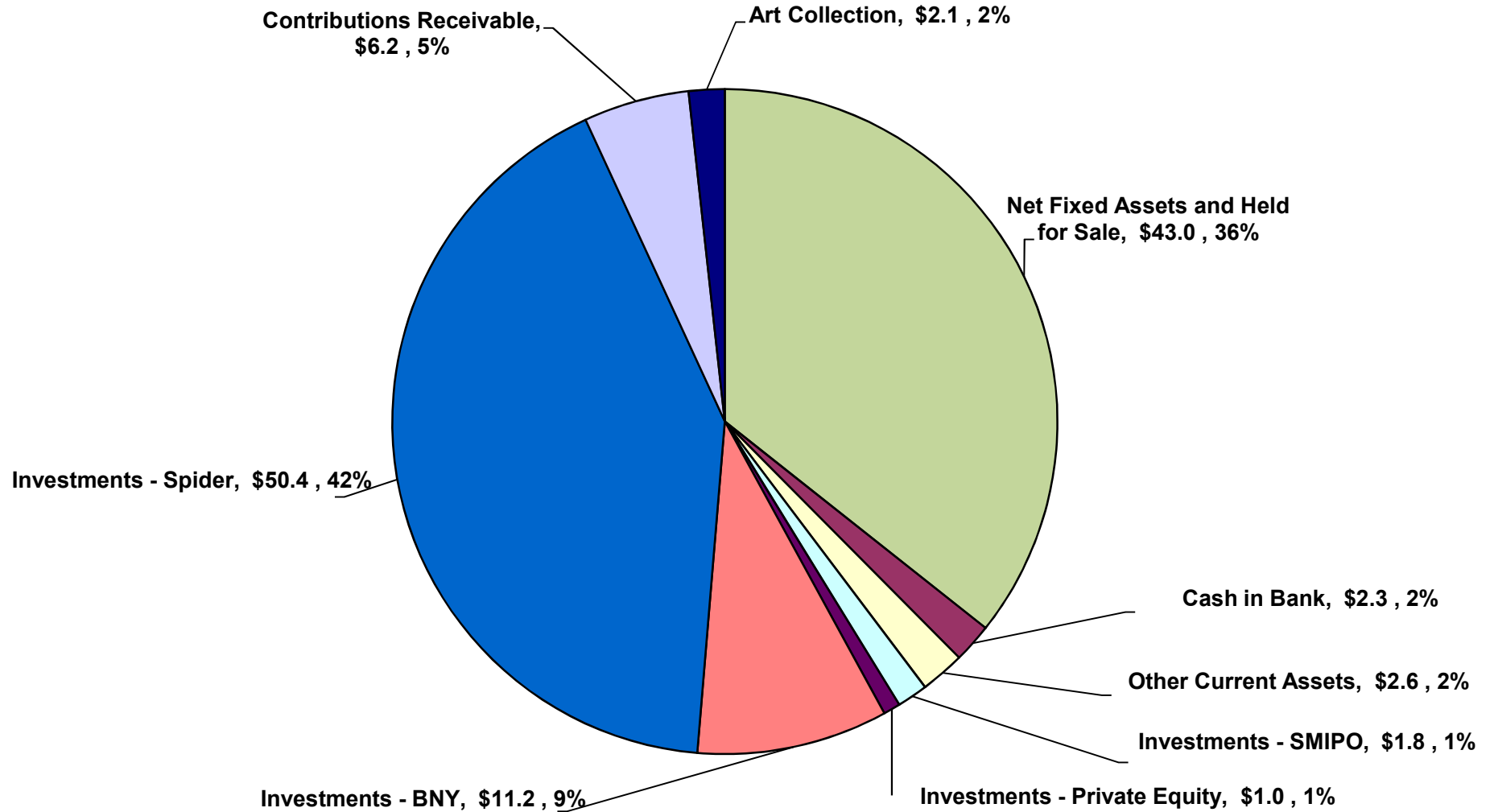
Highlander Spirit

- Boost student morale
- Athletic events
 - Increase student attendance
- School chant



Questions?

Radford University Foundation Asset Composition as of 06/30/19



(in millions)
Total Assets: \$120.6M

Master Plan 2020-2030 Update

RADFORD
UNIVERSITY

Master Plan 2020-2030

Basic Elements of any Master Plan:

- Identify existing Enterprise Assets
- Identify and analyze future Enterprise Needs
- Recommend Enterprise Additions/Improvements to meet needs

Master Plan 2020-2030

Goals:

- Support the 2018-2023 Strategic Plan *Embracing the Tradition and Envisioning the Future* with appropriate physical plant and infrastructure resources.
- Plan for key building footprint components, both new construction and renovation/renewal/repurpose, on-campus or off-campus, incorporating multiple delivery methods, as required to support identified academic and student programs.
- Provide long-range residential housing plan.
- Plan for enhanced transportation and parking systems.
- Plan for forward-looking campus infrastructure systems.
- Enable connectivity with the City of Radford and greater Southwest Virginia.

Master Plan 2020-2030

Themes:

- Consistent Aesthetic Campus Brand - materials, colors, style, density and open space
- Efficiency/Effectiveness/Collaboration of Building Spaces
- Anticipate and Enable Growth
- Accessibility
- Sustainability
- Safety

Master Plan Committee

EXECUTIVE STEERING COMMITTEE

- President's Office
- President's Cabinet

MASTER PLANNING COMMITTEE

- Mike Biscotte - Chair
- Ashley Schumaker - Administrative Liaison
- Academics - Kenna Colley
- Student Affairs - Jamie Penven
- Advancement - Tom Lillard
- Enrollment Management - Mildred Johnson
- DoIT - Danny Kemp
- University Relations - Nickola Dudley
- Finance and Administration - Michael Gawrys, Jorge Coartney, James Perkins, Scott Shaffer
- Athletics - Robert Lineburg
- RU Foundation - John Cox
- Faculty Senate - Jake Fox
- AP Staff Senate - Sandra Bond
- Classified Staff Senate - Karen Montgomery
- Student Senate - Julianna Stanley
- At-Large - Rick Roth, David Sallee

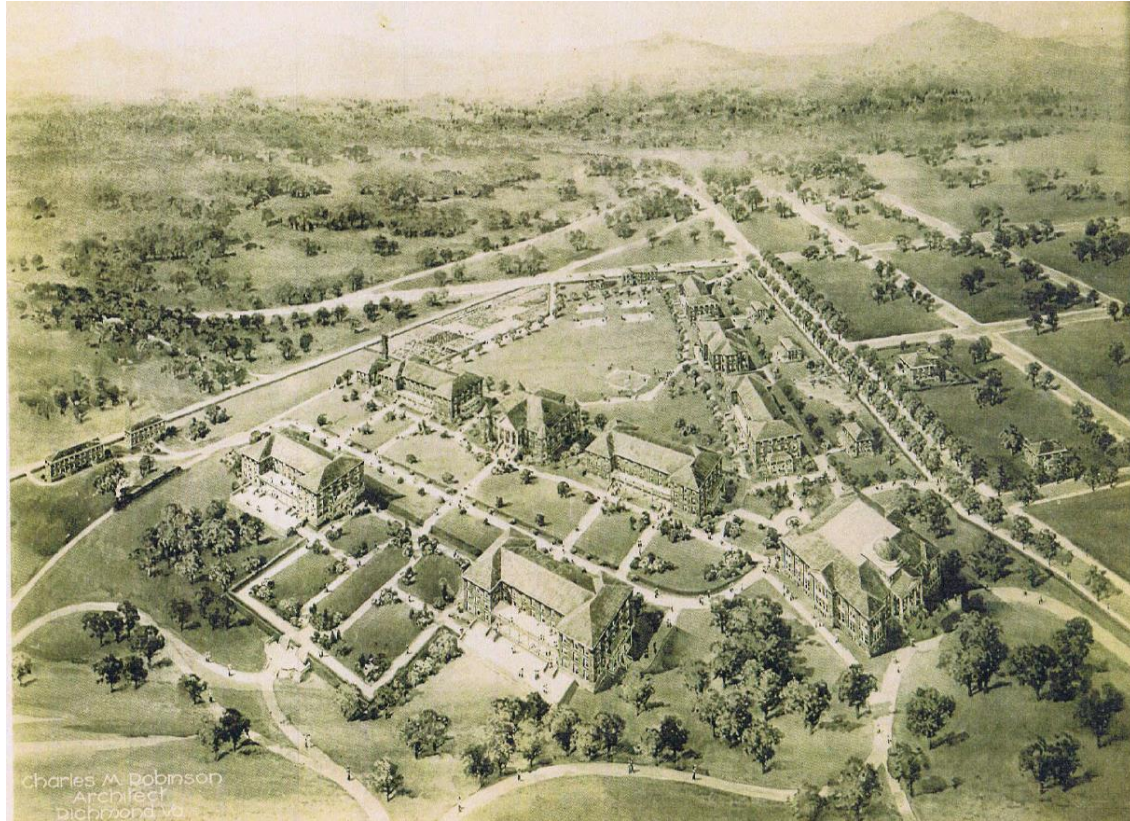
Timeline

- Kickoff Meeting - President's Charge to Committee April 2018
- Data Collection/Discovery - Planning Committee Nine months
 - Document Preparation Team - Assemble Baseline Information
 - Initial Planning Committee Meeting - Process and Deliverables
 - Breakout Sessions - Charrettes/One-On-Ones
 - Campus Open Forums - Gather Input
 - Review Meetings - Validation of Breakouts
 - Summary Planning Committee Meeting - Document Results
- Review Meeting with Executive Steering Committee February 2019
- Analysis and Options - Planning Committee Three months
- Review Meeting with Executive Steering Committee April 2019
- Prepare Draft Master Plan - Planning Committee Four months
- Review Meeting with Executive Steering Committee August 2019
- **Prepare Prefinal Master Plan- Planning Committee** **Three months**
- Prefinal approval by Executive Steering Committee November 2019
- Present Master Plan to BOV for Approval December 2019

Background Information and Existing University Assets

RADFORD
UNIVERSITY

Previous Master Plans



Charles A. Robinson
Architect
Richmond, Va.

1911

Previous Master Plans



2001



2008

New Campus Base Map



Buildings Use Map



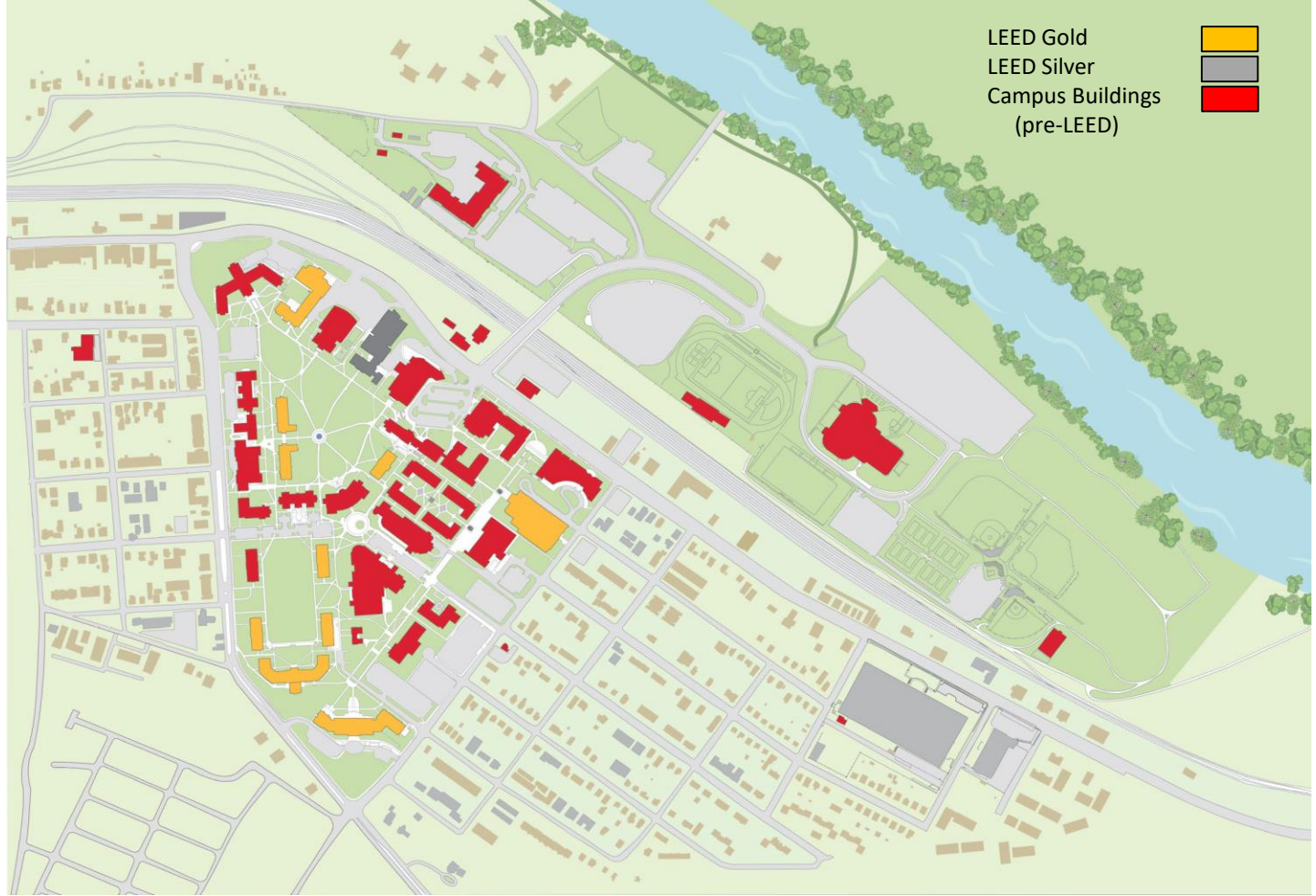
Buildings Dates Map



- 2007 - 2018
- 1996 - 2006
- 1975 - 1995
- 1955 - 1974
- Older than 1954



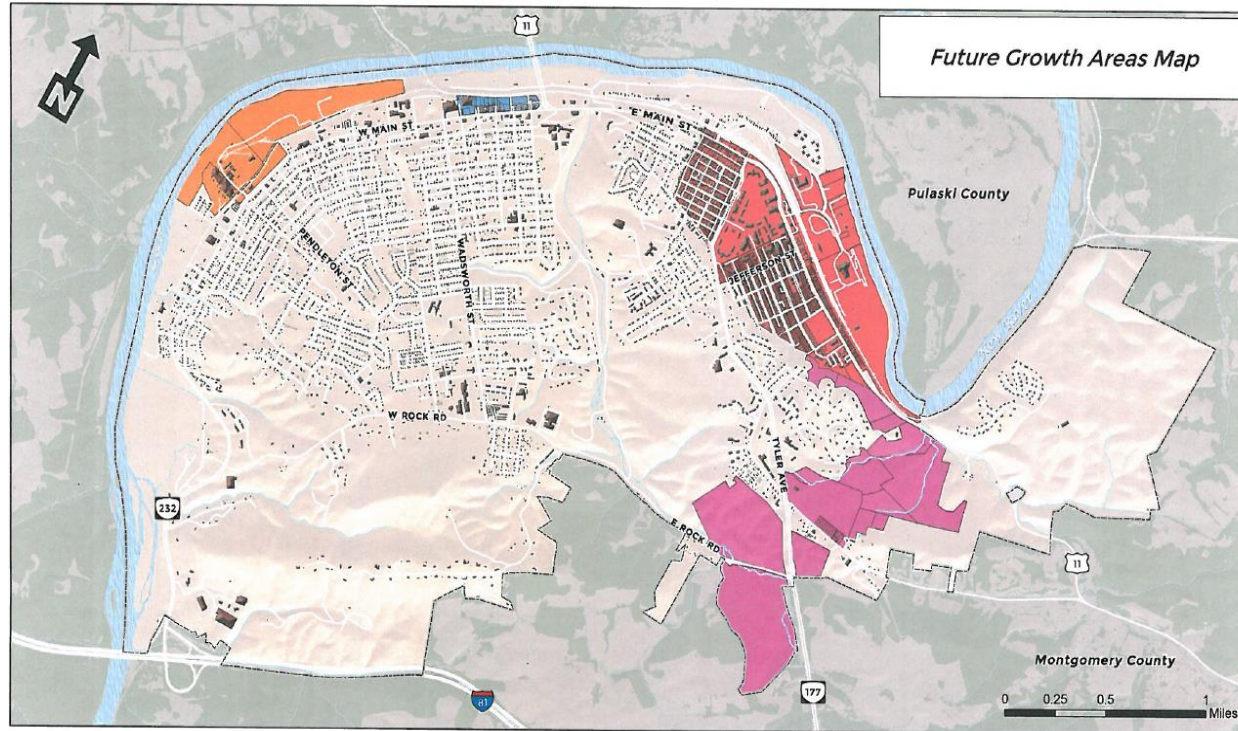
Campus LEED Map



Campus Transport Map



Radford City Comprehensive Plan Maps



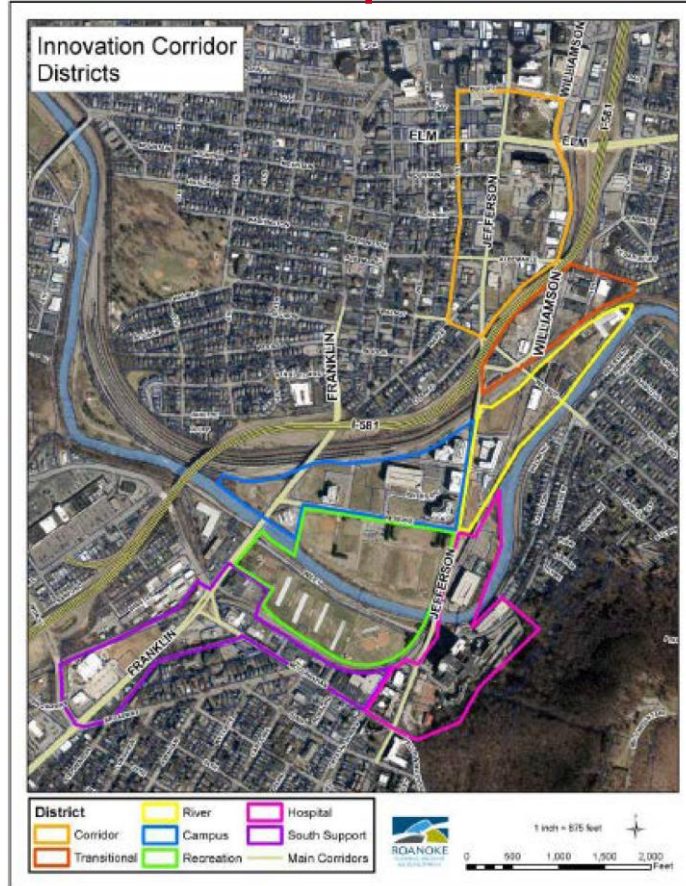
Legend

- Foundry Industrial Area
- Central District
- University Related District
- Tyler Gateway
- City Limits
- Parcels

Map created by the New River Valley Regional Commission in 2017. Sources Include: City of Radford, US Census Bureau, US Geological Survey, Virginia Geographic Information Network.

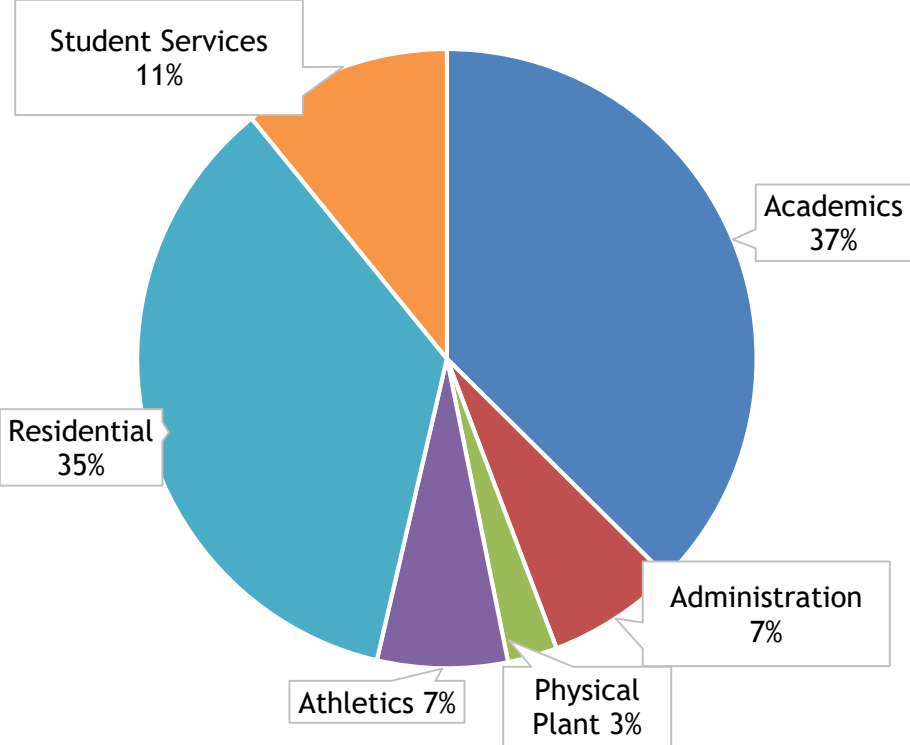


Roanoke City Innovation Corridor Map

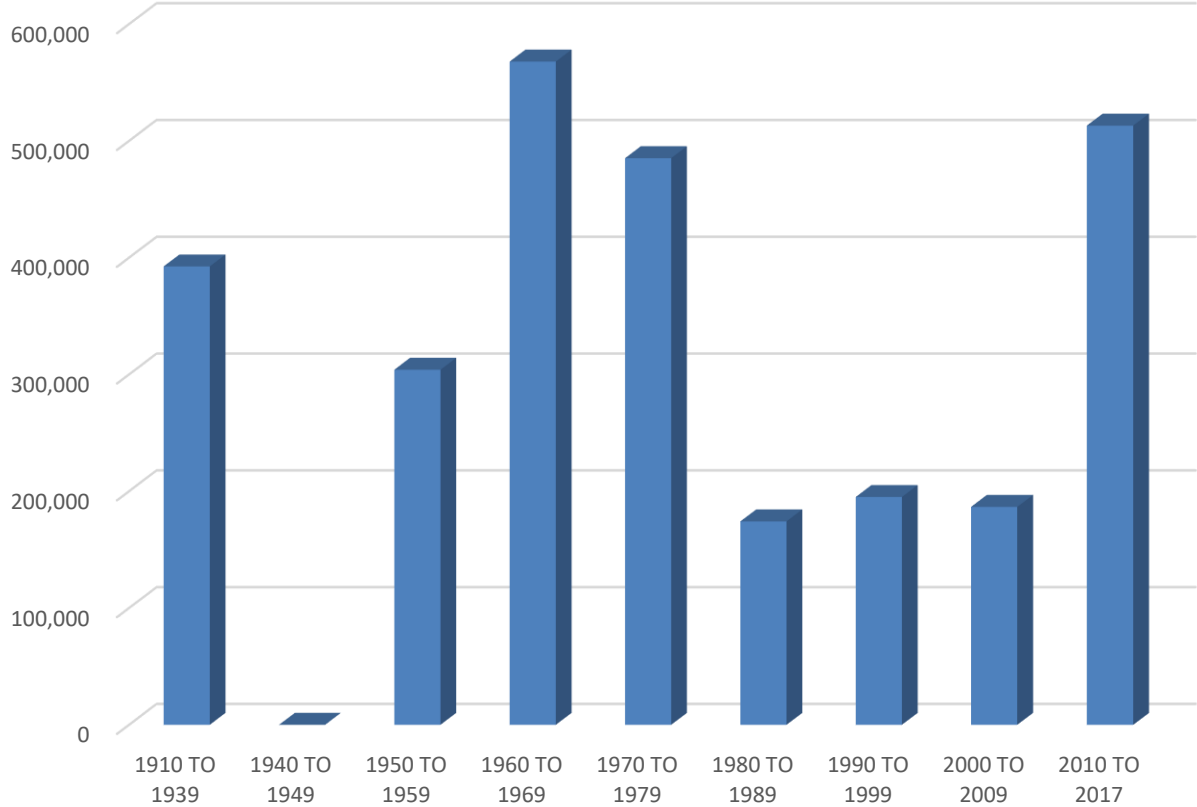


Campus Distribution of Space

	NASF	%Total NASF	Number of Buildings
Academics	652,000	37%	17
Administration	118,600	7%	11
Physical Plant	45,200	3%	5
Athletics	118,500	7%	7
Residential	618,400	35%	15
Student Services	189,250	11%	4
Total	1,741,950	100%	59



Campus SF by Decade



Initial Findings and Identified University Needs

RADFORD
UNIVERSITY

Master Plan 2020-2030

2018-2023 Strategic Plan Overall Impacts

- Specific goals incorporated into each sub-committee deliberation
- Overarching goal to grow student body 3% annually through 2023 generates traditional on-campus headcount of 10,500+/-
 - Based on current space utilization and programs, the **present campus building inventory can generally serve the needs** - limited requirements to grow basic campus academic footprint over the 10-year Master Plan window
 - Concentration on **renovations and repurposing**
 - Specific added footprint needs to be reviewed as identified
- Provide expanded and varied academic delivery methods and tools for classes

Master Plan 2020-2030

Summary of Initial Discussions

- Include both on-campus and off-campus - RUC Roanoke campus, RHEC, SWVHEC, RU Corporate Park and Selu
- Investigate current space usage efficiency/utilization
- Review residences for multi-use (living-learning, non-traditional, new off-campus space, etc.)
- Better connect central campus to athletics/recreation campus
- Improve front door/campus perimeter and overall campus wayfinding
- Improve transportation and parking programs
- Incorporate/connect to City of Radford

Master Plan 2020-2030

Campus Forums Feedback Themes

- Campus descriptions - compact, home-like, red, green space, scenic, traditional, beautiful
- Improve parking/transportation - commuters, visitors, transit routes
- Improve front door and campus perimeter
- Provide/improve meeting/gathering/event spaces
- Connection to New River - rafting, adjacent trails, biking and recreation
- Work with City to improve retail/dining/etc. offerings

Space Planning Study Information

Summary

- **Classrooms** - Inventory is strained during peak hours. Adjusting classroom capacity mix and scheduling practices may help alleviate the strain.
- **Class Laboratories** - None of the disciplines meet the study's or SCHEV's average utilization targets. Consider analyzing lab space needs in more depth and verify that labs are classified correctly.
- **Office Space** - Existing inventory should be sufficient. Consider standardizing office size when programming new space or reconfiguring existing space.
- **Overall** - NASF per Student FTE (124) is lower than expected for an institution similar to Radford (135-145).

Main Campus

Scheduled Classroom Use by Day and Time - Fall 2017

(Darker colors indicate a large percentage of rooms are scheduled.)

8:00 AM	37% 34 Rooms	51% 46 Rooms	36% 33 Rooms	52% 47 Rooms	37% 34 Rooms	43% 39 Rooms
9:00 AM	87% 79 Rooms	92% 84 Rooms	85% 77 Rooms	91% 83 Rooms	69% 63 Rooms	85% 77 Rooms
10:00 AM	89% 81 Rooms	91% 83 Rooms	86% 78 Rooms	89% 81 Rooms	69% 63 Rooms	85% 77 Rooms
11:00 AM	91% 83 Rooms	92% 84 Rooms	90% 82 Rooms	89% 81 Rooms	70% 64 Rooms	87% 79 Rooms
12:00 PM	73% 66 Rooms	93% 85 Rooms	69% 63 Rooms	95% 86 Rooms	52% 47 Rooms	76% 69 Rooms
1:00 PM	86% 78 Rooms	89% 81 Rooms	86% 78 Rooms	89% 81 Rooms	69% 63 Rooms	84% 76 Rooms
2:00 PM	80% 73 Rooms	93% 85 Rooms	84% 76 Rooms	96% 87 Rooms	49% 45 Rooms	80% 73 Rooms
3:00 PM	60% 55 Rooms	95% 86 Rooms	71% 65 Rooms	93% 85 Rooms	25% 23 Rooms	69% 63 Rooms
4:00 PM	42% 38 Rooms	82% 75 Rooms	44% 40 Rooms	82% 75 Rooms	7% 6 Rooms	52% 47 Rooms
5:00 PM	47% 43 Rooms	51% 46 Rooms	52% 47 Rooms	47% 43 Rooms	0% 0 Rooms	40% 36 Rooms
6:00 PM	51% 46 Rooms	59% 54 Rooms	52% 47 Rooms	56% 51 Rooms	0% 0 Rooms	44% 40 Rooms
7:00 PM	27% 25 Rooms	34% 31 Rooms	35% 32 Rooms	26% 24 Rooms	0% 0 Rooms	24% 22 Rooms
8:00 PM	15% 14 Rooms	15% 14 Rooms	22% 20 Rooms	10% 9 Rooms	0% 0 Rooms	12% 11 Rooms
	Monday	Tuesday	Wednesday	Thursday	Friday	*Average

Total classrooms = 91

* The average is calculated on Monday through Friday use.

Space Planning Study Information

Fall 2018 Class Schedule Approximately 1350 total classes

MWF	500	36%
MWF-night	90	7%
TR	430	32%
TR-night	110	8%
“Off-grid”	220	17%

150 of 220 “Off-grid” classes scheduled by five programs

Parking Study Information

Overall Observations

- Parking and transportation system is well organized and efficiently operated.
- Based on peer comparisons, parking count survey and total permits, there are adequate total parking spaces available (71% filled and 29% available at time of survey).
- Spaces are unevenly distributed, with respect to both location and type of permit.
- Condition and capacities of existing parking lots are in good condition overall.
- Transit buses run regularly to all campus and parking locations.

Items for Further Discussion and Analysis

- Create new lots at perimeter of main campus.
- Consider shorter circulator transit route that only serves campus perimeter, and one that only serves campus perimeter and remote lots.
- Consider redistribution of class times to spread out parking.
- Rework central campus lots to remove dead-ends.

Academics Sub-Committee

Strategic Plan Impacts

- Central Tutoring Space - completed with Harvey Knowledge Center in McConnell
- Create Center for Career and Talent Development - completed in Russell Hall
- Create on-campus space for Military Resource Center - completed in Russell Hall
- Create Student Venture Lab - completed in Kyle Hall
- Create Information Security Studies and Geohazards Research Centers - included in Reed-Curie renovated space in Spring 2020
- Create Center For Interprofessional Education and Practice - included in CAIC building program

Academics Sub-Committee

Sub-Committee Outcomes

- Execute current plan for **Center for Adaptive Innovation and Creativity** capital project
- Continue to develop capital project for renovations/repurposing for McConnell Library
- Continued growth for WCHHS - Regional partnerships in Health Sciences at RUC, RHEC, others
- Continued growth for ACSAT - Cyber/IT and “Tech Talent Pipeline”
- Continued support for growth of IMPACT
- Continuing changes to academic delivery methods, schedules and tools
- General education reform - REAL may introduce space changes/program revisions

Student Activities and Services Sub-Committee

Sub-Committee Outcomes

- Based on the current residence hall inventory and proposed growth, **existing on-campus residence hall capacity appears adequate** over the 10-year Master Plan window
- Norwood and Tyler identified as highest priority residence halls for renovations
- Muse Hall identified as next priority - Banquet Room early project, rest in phases, new façade/aesthetic
- Seek ways to integrate academics in residence halls - living-learning spaces, advising offices, faculty offices and classrooms
- Renovate new off-campus housing to consistent standard

Student Activities and Services Sub-Committee

Sub-Committee Outcomes

- Provide plenty of study/collaborative spaces all over campus
- Explore opportunities for the New River - RU Outdoors, recreation and event spaces
- Explore opportunities to offer thematic/Greek housing
- Work with City to improve off-campus retail/dining/other options

Draft Recommendations

RADFORD
UNIVERSITY

Master Plan 2020-2030

Target Areas of Emphasis

1. Construct
2. Renovate
3. Repurpose
4. Evaluate and Upfit
5. Enhance
6. Create

Target Areas of Emphasis

1. Construct

- CAIC - Highest Priority
- Hurlburt addition
- Administrative Services addition
- Welcome Center
- Public safety building
- Athletics ticketing/concessions building

Target Areas of Emphasis

2. Renovate

- McConnell Library
- Tyler/Norwood/Muse Halls
- Dedmon Center Arena

Target Areas of Emphasis

3. Repurpose

Programmatic expansion through selective repurposing of areas within Davis, Cook, Walker, Peters, Kyle and Young Halls to support:

- WCHHS growth
- CEHD programs
- Tech Talent Pipeline
- Student Venture Lab
- Tourism Lab

Target Areas of Emphasis

4. Evaluate and Upfit

- Classrooms and labs - scheduling, efficiency, delivery methods, REAL General Education
- Student study and collaboration spaces
- Event and meeting spaces

Target Areas of Emphasis

5. Enhance

- Sustainability
- Utilities
- Transit
- Campus perimeter
- Greenspaces
- Branding and identity

Target Areas of Emphasis

6. Create

- Greenway/riverway
- Roanoke campus - RUC/RHEC
- Public-private/retail
- Other opportunities as identified

Overall Land Use Map



CAIC



McConnell Library



Proposed view at third floor

Dedmon Center



Parking Map



Transport Map



Pathways Map

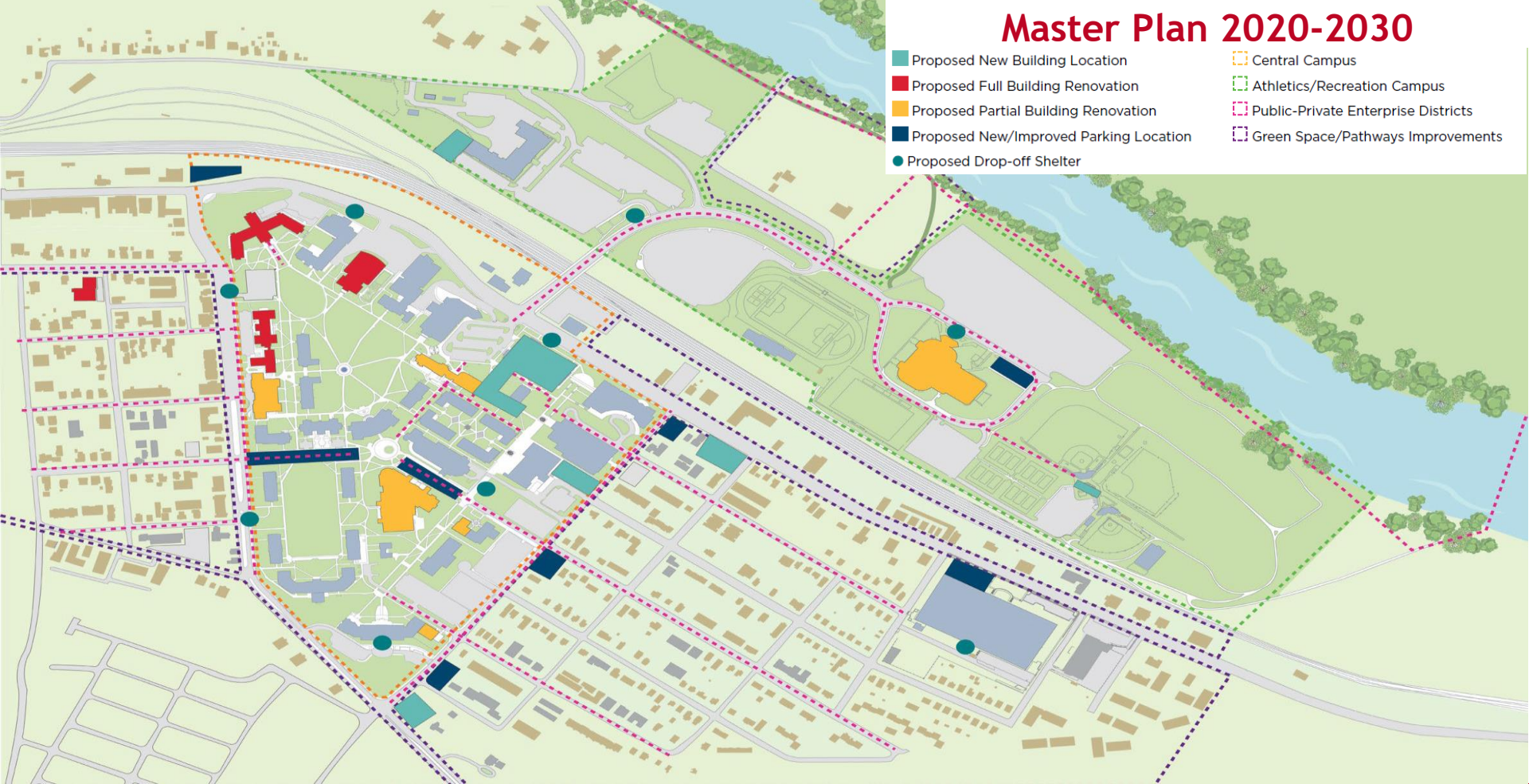


University Drive Bridge Upgrade



Master Plan 2020-2030

- Proposed New Building Location
- Proposed Full Building Renovation
- Proposed Partial Building Renovation
- Proposed New/Improved Parking Location
- Proposed Drop-off Shelter
- Central Campus
- Athletics/Recreation Campus
- Public-Private Enterprise Districts
- Green Space/Pathways Improvements



Master Plan 2020-2030

Detailed Timeline for Completion:

- BOV presentation - overall themes September 26-27
- Draft narrative to Committee - 10-day review October 1
- Committee narrative review meeting October 11
- Post draft narrative to campus - 30-day review October 14
- Info copy of draft narrative to BOV - 30-day review October 14
- Present to campus stakeholders October - November
- Final Committee review meeting November 1
- Final Executive Committee review meeting mid-November
- Final draft narrative to BOV November 25
- Present Final Master Plan to BOV for approval December 5-6

Master Plan 2020-2030

Questions/Comments