

RADFORD UNIVERSITY

Board of Visitors

**ANNUAL RETREAT
JULY 14-16, 2019
THE CAVALIER
4200 ATLANTIC AVENUE, VIRGINIA BEACH, VIRGINIA**

**DRAFT
MINUTES**

JULY 15, 2019

BOARD MEMBERS PRESENT

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

BOARD MEMBER ABSENT

Dr. Susan Whealler Johnston

OTHERS PRESENT

President Brian O. Hemphill
Ms. Audrey Burges, Assistant Attorney General, Commonwealth of Virginia
Ms. Karen Castele, Secretary to the Board of Visitors and Special Assistant to the President
Ms. Ashley Schumaker, Chief of Staff and Vice President for University Relations
Mr. Jeffrey J. Selingo, Author (Morning Session)
Ms. Kitty McCarthy, Vice President for Enrollment Management (Afternoon Presentation)

CALL TO ORDER

Mr. Robert A. Archer, Rector, called the meeting to order at 9:15 a.m. in the Crown Salon of The Cavalier in Virginia Beach, Virginia. Rector Archer welcomed everyone to the Retreat and specifically acknowledged newly appointed Board of Visitors member David Smith. Rector Archer expressed his appreciation to all members for their participation in the Retreat.

APPROVAL OF AGENDA

Rector Archer provided an overview of the two-day Retreat and requested approval of the agenda, as published. Mr. James R. Kibler, Vice Rector, so moved, Mr. Gregory Burton seconded, and the agenda was unanimously approved. Rector Archer asked the Board of Visitors members to please see the Annual Self-Evaluation survey in their notebooks and to take time during the day to review the questions and complete the form. Rector Archer added that the completed Self-Evaluations forms would be collected at the end of the day, compiled and discussed the following day. A copy of the Self-Evaluation survey is attached hereto as *Attachment A* and is made a part hereof.

2018-2019 REVIEW AND 2019-2020 PREVIEW

President Brian O. Hemphill reviewed with the Board of Visitors members the many significant accomplishments and events from 2018-2019, including the largest gift in the University's history from William C. Davis and Sandra C. Davis; highlights from Homecoming and Family Weekend; new partnerships; the approval of the Doctor of Education; the inaugural Retention Summit; the remembrance of Alexa Cannon; the third annual Highlander Pride Weekend; and an overview of the Highlander Family Tour. President Hemphill also provided updates on philanthropic giving; enrollment trends; and the University's financial health. President Hemphill updated the Board of Visitors on many exciting events to look forward to in the future, including the opening of the Venture Lab; the implementation of the REAL Model of general education; the reimagined first-year experience; and further expanding partnerships. President Hemphill also discussed Radford University Carilion and the importance of the University embracing one culture with two campuses. The presentation is attached hereto as *Attachment B* and is made a part hereof.

FIRESIDE CHAT FOR College (Un)Bound: *The Future of Higher Education and What It Means for Students*

Author Jeff Selingo joined President Hemphill and the Board of Visitors members for a Fireside Chat about his book, "College (Un)bound: *The Future of Higher Education and What It Means for Students*." President Hemphill asked Mr. Selingo a series of questions related to the author's research into higher education and insights in making higher education more successful and rewarding in the future. The session concluded with the opportunity for the Board of Visitors members to dialogue with the author.

PROTOCOL AND COMMUNICATION

Rector Archer and Chief of Staff and Vice President for University Relations Ashley Schumaker provided a briefing on protocol, flow and Radford University staff commitments in responding to Board member information requests. The presentation is attached hereto as *Attachment C* and is made a part hereof.

RADFORD UNIVERSITY CARILION

Chief of Staff and Vice President for University Relations Ashley Schumaker provided the Board of Visitors with an update on Radford University Carilion and the efforts in place to make the transition the most efficient and effective. Chief of Staff and Vice President Schumaker reviewed the new employee orientation; information technology rollout; departmental budgets; the updated website;

campus culture and events; as well as new and ongoing branding and marketing initiatives. The presentation is attached hereto as ***Attachment D*** and is made a part hereof.

THE STUDENT DEBT CHALLENGE

Vice President for Enrollment Management Kitty McCarthy presented to the Board of Visitors an overview of the student debt challenge facing students and families. Vice President McCarthy provided basic facts of national student debt to help understand the complexity of the issue and the impact on families and the economy. She continued by discussing the details of loans specific to Virginia and Radford. In closing, she discussed efforts being made to educate students about college costs, reducing debt and better preparing for the workforce following graduation. The presentation is attached hereto as ***Attachment E*** and is made a part hereof.

MEETING

Rector Archer reported to the Board of Visitors members that the Executive Committee met earlier in the day and discussed the value of a former Rector's experience, and specifically to the Executive Committee. In order to benefit from the past Rector's knowledge and experience, Rector Archer stated that the Executive Committee recommends to the Board of Visitors that the Bylaws be amended to include the immediate past Rector as an ex-officio member of the Executive Committee. Ms. Georgia Anne Snyder-Falkinham made the motion, Ms. Nancy A. Rice seconded and the motion passed unanimously. The resolution is attached hereto as ***Attachment F*** and is made a part hereof.

The meeting recessed at 4:00 p.m. The Board of Visitors members reconvened for a reception and dinner in the South Lawn Loggia at The Cavalier.

TUESDAY, JULY 16, 2019

BOARD MEMBERS PRESENT

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

BOARD MEMBER ABSENT

Dr. Susan Whealler Johnston

OTHERS PRESENT

President Brian O. Hemphill

Ms. Audrey Burges, Assistant Attorney General, Commonwealth of Virginia

Ms. Karen Castele, Secretary to the Board of Visitors and Special Assistant to the President

Ms. Ashley Schumaker, Chief of Staff and Vice President for University Relations

Dr. Susan Trageser, Vice President for Student Affairs (Morning Presentation)

CALL TO ORDER

Rector Robert A. Archer reconvened the Retreat at 8:30 a.m. in the Crown Salon of The Cavalier in Virginia Beach, Virginia

2018-2023 STRATEGIC PLAN PROGRESS: Spring 2019 Update

Chief of Staff and Vice President for University Relations Ashley Schumaker provided a progress report summary of the 69 goals and objectives, of which two have been successfully completed and the progress of 63 goals and objectives is on track. Chief of Staff and Vice President Schumaker spotlighted five initiatives in the plan including: Student Celebrations; the Honors College; Undergraduate Research and Scholarship; Sustainability; and the Harvey Knowledge Center. The presentation is attached hereto as **Attachment G** and is made a part hereof.

A NEW RETENTION MODEL: CASE MANAGEMENT

Vice President for Student Affairs Susan Trageser provided information on the University's continued efforts to enhance and improve student success and retention. Vice President Trageser discussed the task force created, including Academic Advising, New Student and Family Programs and Student Success and Retention, which is researching best practices and will be making final recommendations in October. Vice President Trageser also reviewed the partnership with Ruffalo Noel Levitz, the College Student Inventory, the Student Retention Predictor Model and Case Management. Vice President Trageser summarized the new and continued retention efforts for the upcoming year, including the You Matter Campaign, Highlander Chats, student employment, focus on commuter students and an emphasis on the sophomore experience. The presentation is attached hereto as **Attachment H** and is made a part hereof.

SACSCOC ANNUAL BOARD SELF-EVALUATION

Chief of Staff and Vice President for University Relations Ashley Schumaker reviewed with the Board of Visitors the importance of the self-evaluation process in order to remain effective in their roles in overseeing the University fulfilling its mission. Chief of Staff and Vice President Schumaker asked to Board of Visitors members to review the SACSCOC Principles of Accreditation handout in their notebooks which further describes the required annual review. Chief of Staff and Vice President Schumaker thanked the Board of Visitors members for thoughtfully completing the self-evaluation survey provided to them the day before. She described that the responses were given points, one through five, with five being excellent. She added that all Board of Visitors members answered two questions as "five" or excellent – 1) Adheres to a comprehensive conflict-of-interest policy and addresses conflicts appropriately and 2) Focuses its time on issues of greatest consequence to the University. Additionally, Chief of Staff and Vice President Schumaker reported that four questions each received a 4.9, which were

1) Ensures the administration involves the Board on high-profile issues that present significant risk to the University, 2) Has the right committees and uses them well, 3) Promotes trust among Board members through a culture based on openness and respect, and 4) Ensures that decisions are made without undue influence from individual board members. Chief of Staff and Vice President Schumaker added that the other responses were: 4.8, 4.6, 4.4 and 4.1, all above “Very Good.” She stated that several comments were added by Board of Visitors members including:

- Talented, focused and passionate Board that prioritizes student success and preparation for future. Numerous strengths that provide vision and direction for the university. It’s my honor to serve.
- Terrific functioning Board.
- RU Board works collaboratively with the President and faculty/staff to enhance student success and innovation! It’s rewarding to be a member of this effective and progressive team.
- Outstanding group and great effective leaders.
- The relationship with the President and his team is the most professional and trusting. Well-defined roles fosters good communications and transparency. Hopefully the students benefit from this approach.
- This Board is very functional. The lines of communications are clear and clearly defined. The second question is an area that I hope to improve but I don’t feel confident yet.
- A very highly functioning cohort.

The presentation and handout are attached hereto as *Attachment I* and *Attachment J*, respectively, and are made a part hereof.

WRAP UP AND ADJOURNMENT

Before adjourning, Rector Archer asked members for their reflections of the Retreat and thoughts for the upcoming year. The members concurred that there is a great deal of excitement among the Board members and look forward to working together to better serve the students, faculty and staff. Rector Archer distributed a copy of the 2019-2020 committee assignments attached hereto as *Attachment K* and is made a part hereof.

ADJOURNMENT

With no further business to come before the Board, Rector Archer asked for a motion to adjourn. Vice Rector Kibler made the motion, Ms. Georgia Anne Snyder-Falkinham seconded and the motion passed unanimously. The meeting adjourned at 12:15 p.m.

Respectfully submitted,

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



Annual Self-Evaluation

Please assess the Board's performance in the following areas:

	Poor	Fair	Satisfactory	Very Good	Excellent	Don't Know
Serves as a sounding board and thought partner to the President	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Understands the University's business model and ensures its adequacy for the future	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ensures the administration involves the Board on high-profile issues that present significant risk to the University	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Monitors auxiliary operations and organizations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Has the right committees and uses them well	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adheres to a comprehensive conflict-of-interest policy and addresses conflicts appropriately	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Promotes trust among Board members through a culture based on openness and respect	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Charges the executive committee to operate with transparency	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ensures that decisions are made without undue influence from individual board members	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Focuses its time on issues of greatest consequence to the University	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please provide comments or suggestions related to the board's performance.

A Year in Review and A Look Forward

RADFORD
UNIVERSITY

A Year in Review

A Momentous Occasion



Emory & Henry College Partnership



Doctor of Education



SEVEN-WEEK COURSES

Students can focus on one course at a time and still complete two courses per semester.



ONLINE PROGRAM

The Ed. D. program is convenient and flexible for working professionals. Our latest collaboration software allows for "face-to-face" engagement with faculty and cohort members.



PRACTITIONER-FOCUSED

Ed. D. program courses, field experience and research are directly connected to solving complex problems of practice in schools.

Inaugural Retention Summit



Remembering Alexa Cannon



Third Annual Highlander Pride Weekend



EC PACE
COMPANY, INC.
General Contractors Since 1926
Utilities, Grading, Horizontal Boring, Pipe Bursting

HIGHLANDER PRIDE WEEKEND

APRIL 25 - 27, 2019

Student to Graduate to Alumni: Class of 2019



Highlander Family Tour



Philanthropic Giving

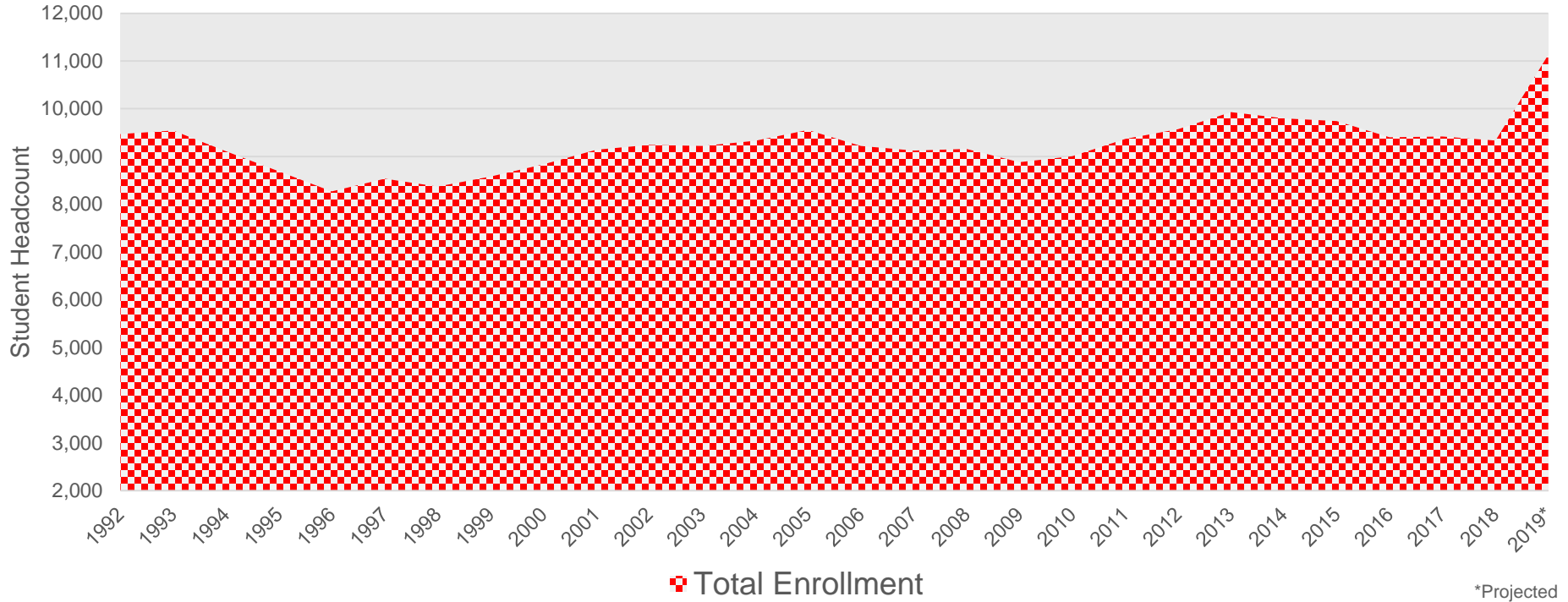
Radford University - University Advancement

Comparative Giving Report by Fiscal Year

FISCAL YEAR-END GIVING:	FY 2018-2019 Final	FY 2017-2018 Final	FY 2016-2017 Final	FY 2015-2016 Final	FY 2014-2015 Final
New Pledge Balances	\$ 9,610,923	\$ 10,635,610	\$ 7,311,589	\$ 1,160,325	\$ 505,474
Current-Year Pledge Payments	\$ 429,078	\$ 404,067	\$ 544,121	\$ 344,401	\$ 793,813
New Planned Gifts	\$ 539,964	\$ 1,565,555	\$ 1,192,050	\$ 5,090,000	\$ 1,282,000
Outright Cash Gifts	\$ 1,856,843	\$ 1,751,071	\$ 1,563,936	\$ 1,178,318	\$ 1,336,277
Gifts-in-kind	\$ 31,902	\$ 336,320	\$ 128,299	\$ 223,955	\$ 200,775
Gifts of Real Estate	\$ -	\$ 590,000	\$ -	\$ -	\$ -
Sponsored Programs	\$ 42,130	\$ 57,490	\$ 52,485	\$ 10,000	n/a
Total Giving	\$ 12,510,840	\$ 15,340,113	\$ 10,792,480	\$ 8,006,999	\$ 4,118,339
Total Number of Donors	4,758	5,262	5,253	4,435	4,731
Total Number of New Donors	1,978	2,018	2,090	1,350	1,076

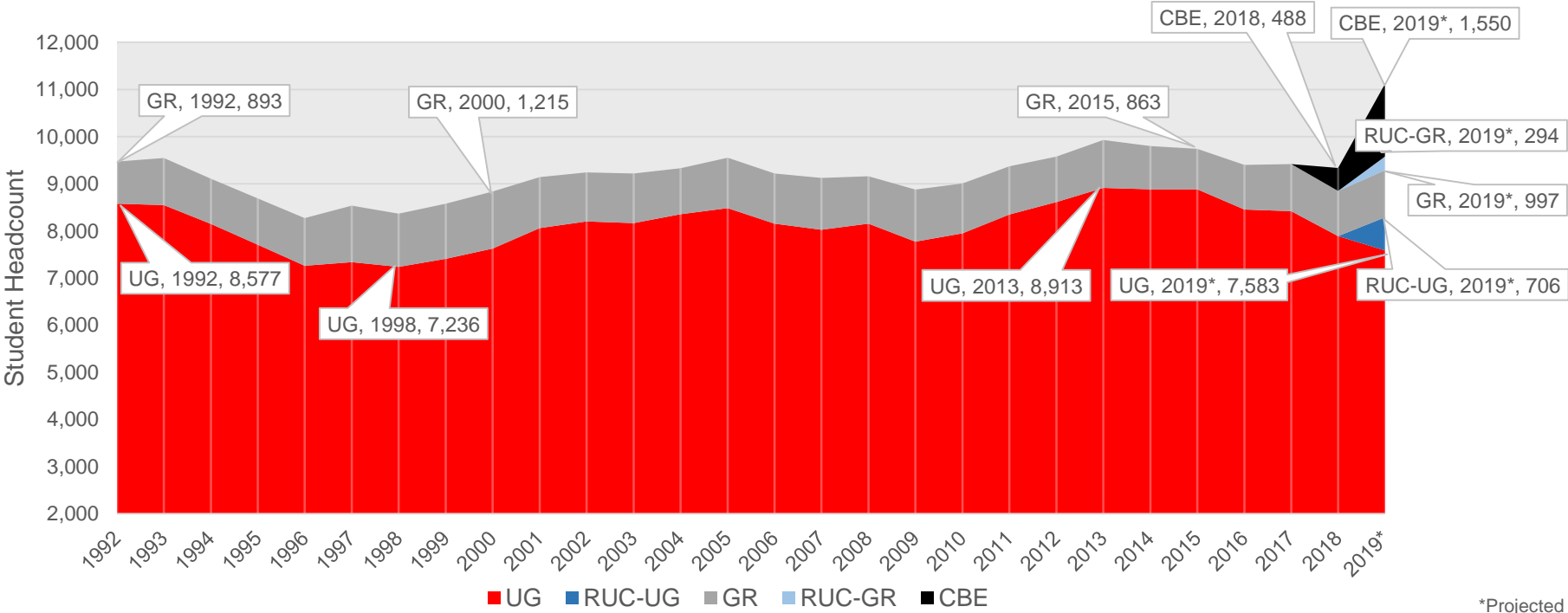
Enrollment Trends

Fall Enrollment Trend 1992-2019



*Projected

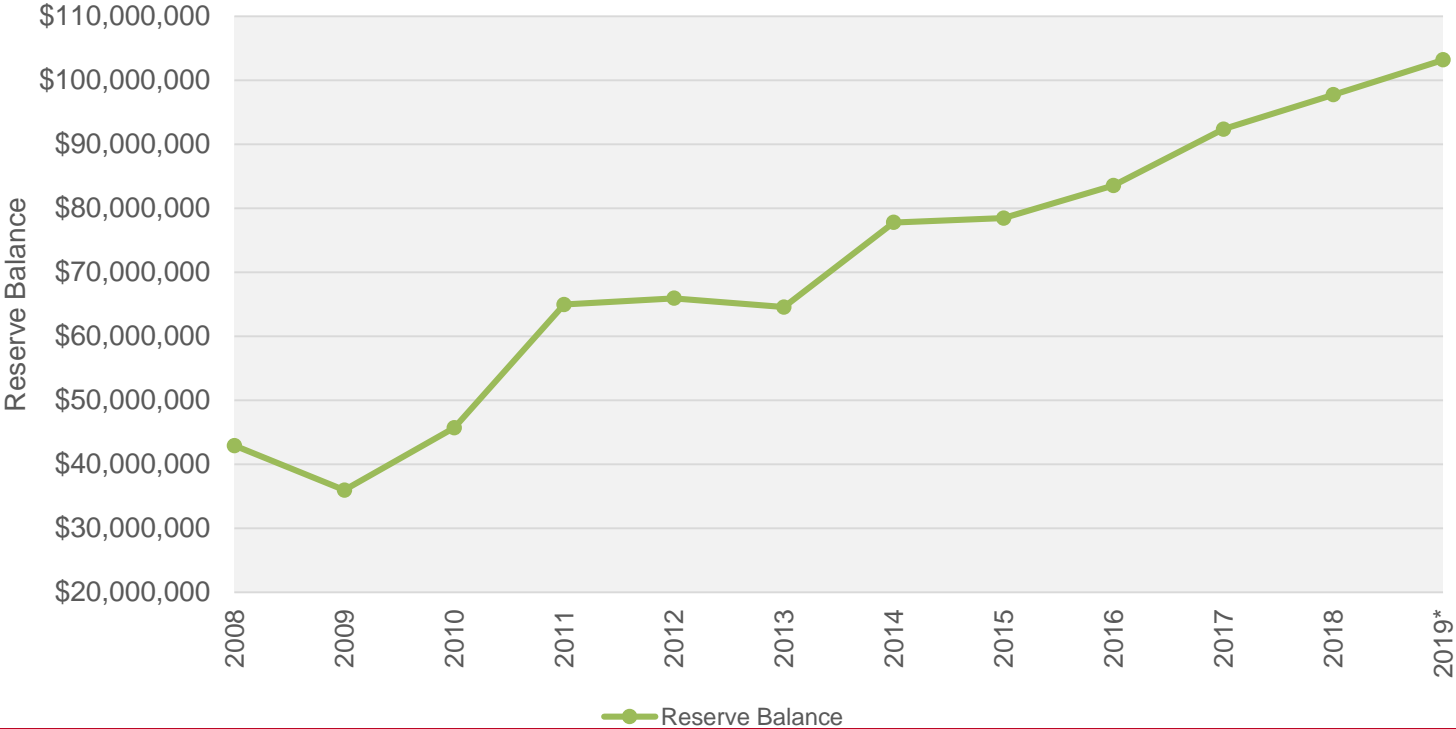
Fall Enrollment Trend 1992-2019 by Student Fund Group



*Projected

Financial Health

Auxiliary Reserve Balances 2009-2019

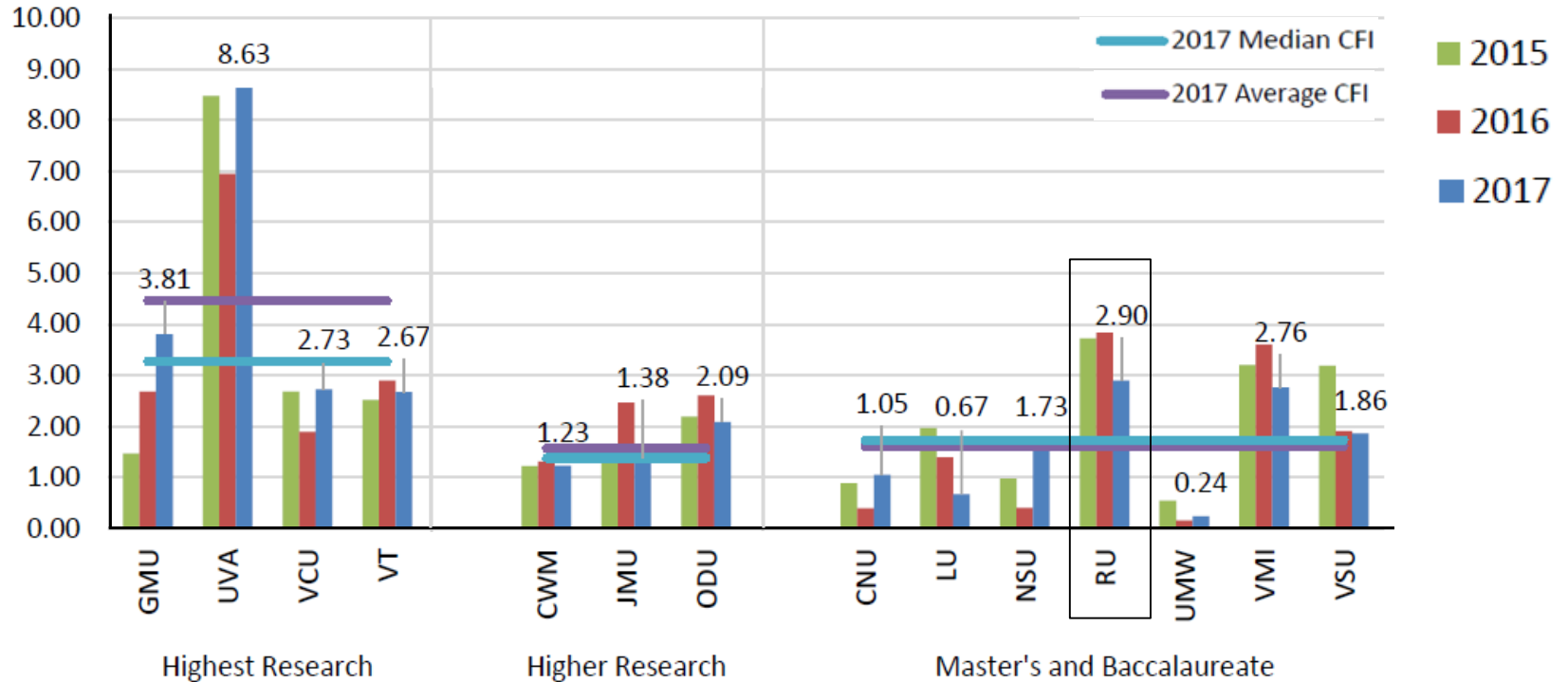


Composite Financial Index (CFI)

Measurement of the overall financial well-being

- CFI is a combination of four core ratios including:
 1. Primary Reserve Ratio;
 2. Viability Ratio;
 3. Return on Net Position; and
 4. Net Operating Revenues Ratio.
- The potential range of CFI scores are -4 to 10, with 3 representing a baseline value of financial health.

Composite Financial Index (CFI)



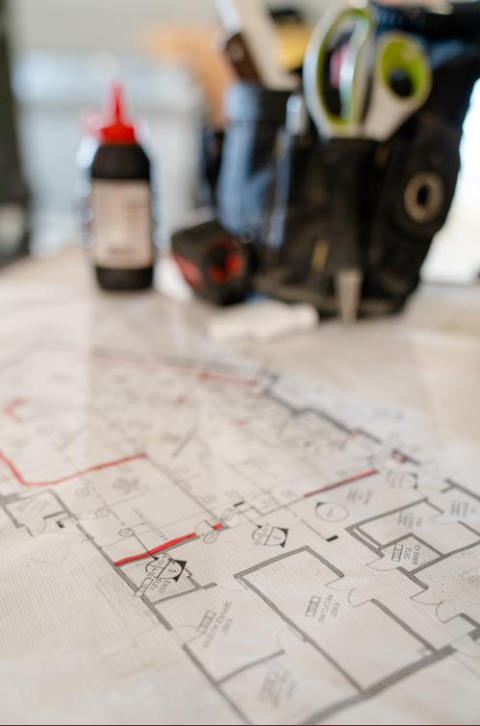
The Richmond Times Dispatch (Nov. 29, 2018)

“Virginia’s public colleges pose some risks for state taxpayers”

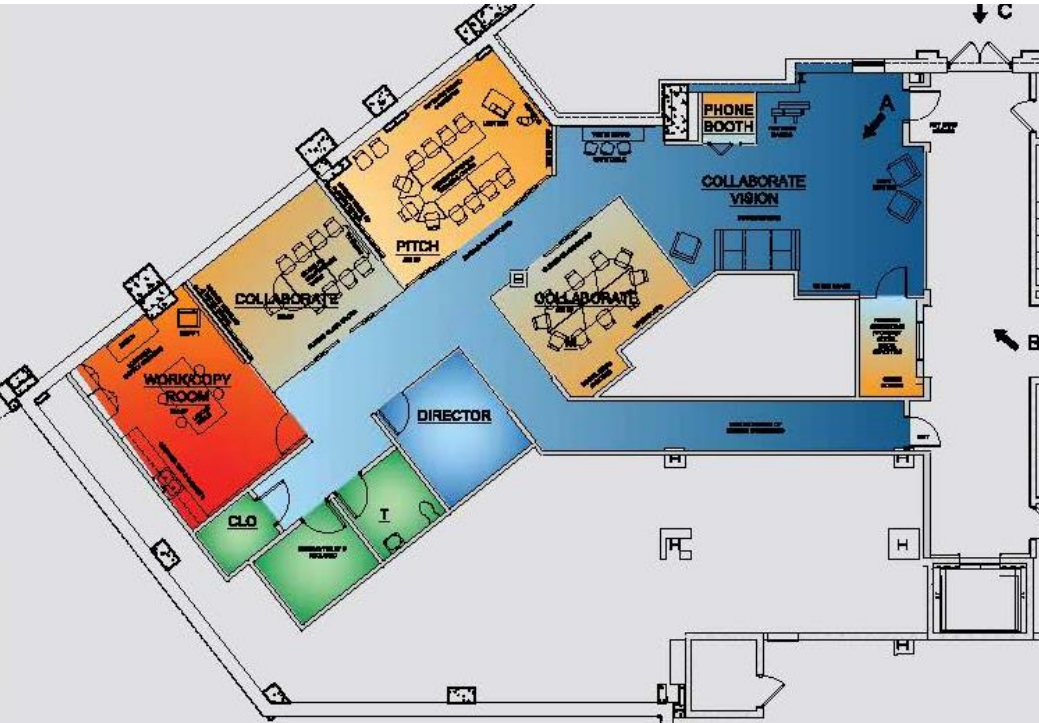
...the Viability Ratio is an indicator of an institution’s capacity to service its long-term debt. Three institutions have ironclad viability ratios: the University of Virginia, **Radford University**, and Virginia Military Institute.

A Look Forward

Opening the Venture Lab



Opening the Venture Lab



RADFORD UNIVERSITY

Davis College of Business and Economics

Launching the Together Campaign



CAMPAIGN PILLARS



OUR GOAL

LEAVE A LASTING LEGACY.

\$100 MILLION

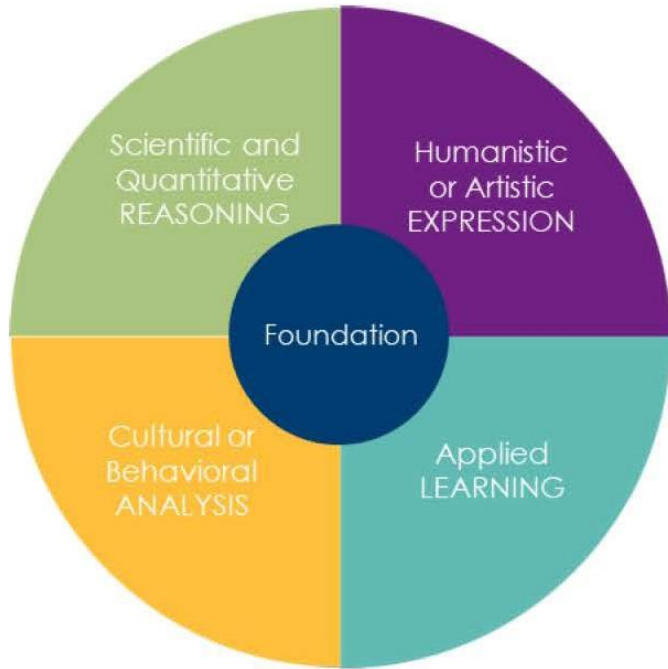


This campaign touches many aspects of our University with

FIVE PILLARS

Radford believes that these five areas of focus will have the greatest impact on students, faculty, staff, the community, the Commonwealth of Virginia and the nation. These five pillars will provide the foundation from which Radford can grow and produce well-educated leaders of tomorrow in the fields of education, healthcare, science and business.

Bringing the REAL Model to Life



The REAL Education Model

Reimagining the First-Year Experience



Reimagining the First-Year Experience

Retention: Fall 2017 New Freshmen Returning Fall 2018			
Institution	Cohort	Retained	Retention Rate
University of Virginia	3,764	3,653	97.1%
College of William and Mary	1,529	1,451	94.9%
Virginia Tech	6,832	6,334	92.7%
James Madison University	4,665	4,216	90.4%
Virginia Military Institute	424	377	88.9%
Christopher Newport University	1,293	1,126	87.1%
George Mason University	3,482	3,012	86.5%
Public Four-Year Institution Average	35,228	30,392	86.3%
Virginia Commonwealth University	4,178	3,537	84.7%
University of Mary Washington	932	760	81.5%
Old Dominion University	2,916	2,252	77.2%
Longwood University	1,016	762	75.0%
University of Virginia's College at Wise	257	184	71.6%
Radford University	1,845	1,308	70.9%
Norfolk State University	1,012	707	69.9%
Virginia State University	1,083	713	65.8%

Reimagining the First-Year Experience

INSTITUTION	RETENTI ON RATE	TOTAL ENROLLMENT	% PELL
Stockton University	87%	9,216	40
State University of New York at New Paltz	86%	7,565	33
CUNY Lehman College	83%	14,130	53
Slippery Rock University of Pennsylvania	81%	8,866	31
University of Michigan-Dearborn	81%	9,330	42
California State University-Stanislaus	80%	10,327	60
Sonoma State University	79%	9,481	33
Western Carolina University	79%	11,034	38
CUNY John Jay College of Criminal Justice	78%	14,834	53
Fitchburg State University	78%	7,075	36
Southern Connecticut State University	78%	10,202	38
SUNY College of Brockport	78%	8,313	41
SUNY College at Oswego	78%	8,026	42
University of Illinois at Springfield	78%	4,956	35
Murray State University	77%	10,012	31
Radford University	76%	9,418	33

Reimagining the First-Year Experience

RADFORD
UNIVERSITY

Academic Advising



RADFORD
UNIVERSITY

New Student
and Family Programs

RADFORD UNIVERSITY

Student Success and Retention

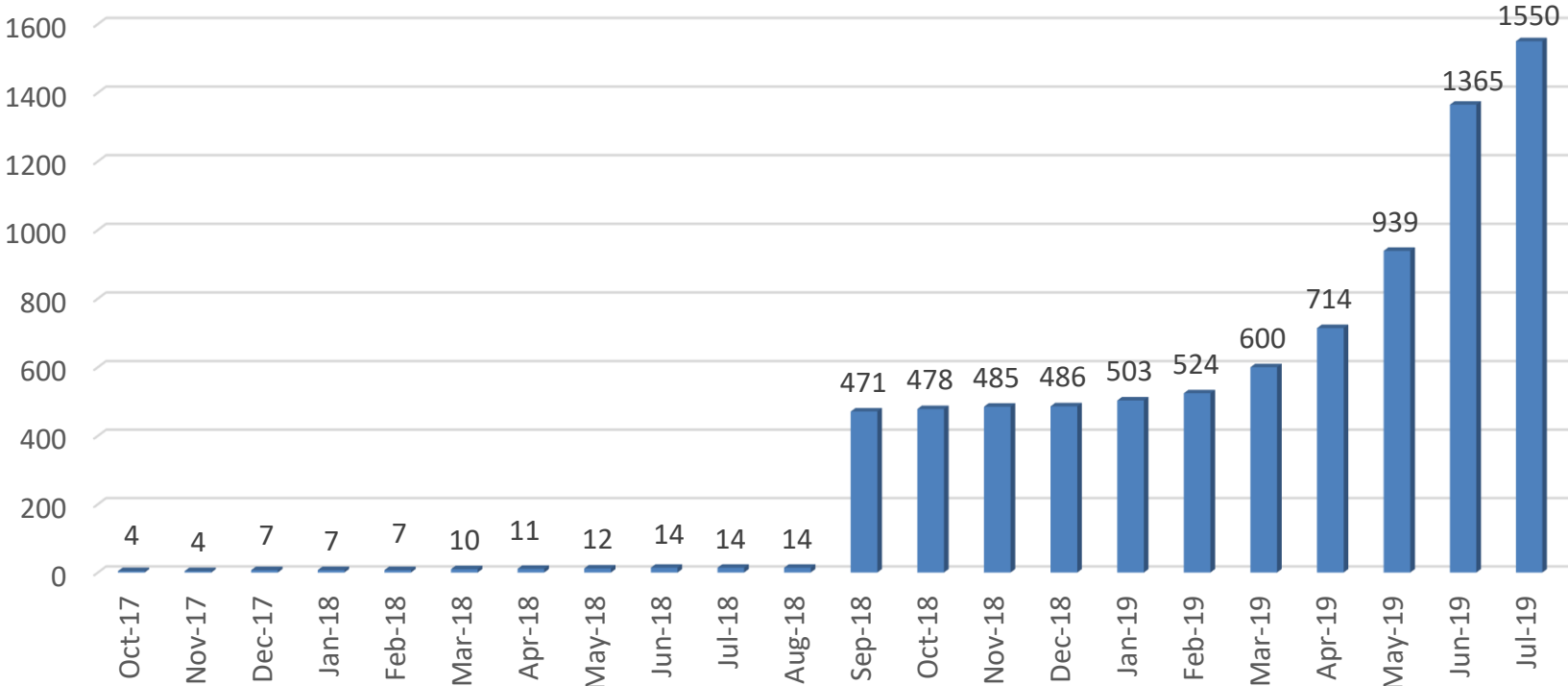
Creating a New Partnership Model



Taking IMPACT to the Next Level



Taking IMPACT to the Next Level



Embracing Two Campuses and One Culture



Learn more at:
www.radford.edu/ruc

RUC | **RADFORD
UNIVERSITY
CARILION**



Embracing Two Campuses and One Culture



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RUC

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Envisioning the Future



A Year in Review and A Look Forward

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Protocol and Communication

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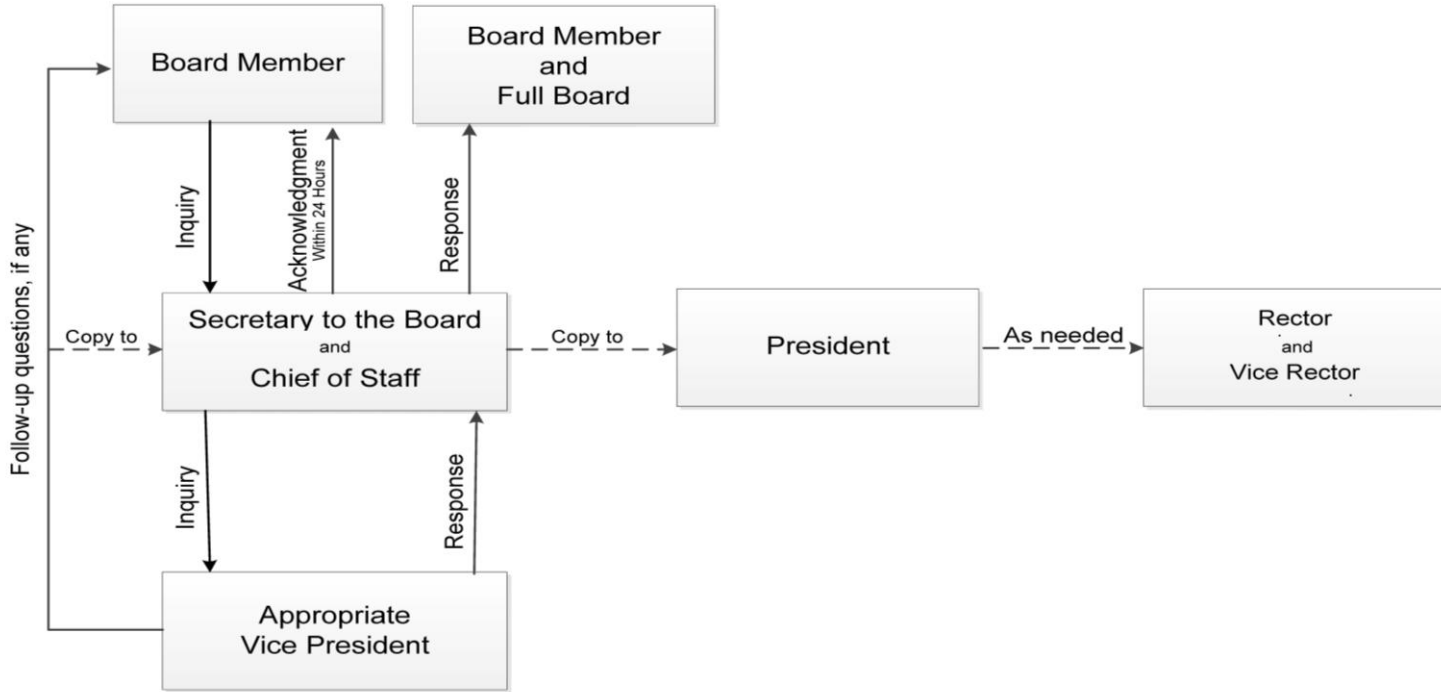
Roles and Responsibilities

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

Requests for Information

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

Flow of Communication



Types of Communication

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

Protocol and Communication

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RUC

RADFORD
UNIVERSITY
CARILION



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UNIVERSITY



CARILION CLINIC

Organizational Topics

- **New Employee Orientation**
- **Information Technology Rollout**
- **Departmental Budgets**
- **RUC Webpage**
- **Campus Culture**
- **Campus Events**
- **Branding and Marketing**

New Employee Orientation

New Employee Orientation (Schedule)

- **Group 1 – Classified Staff**
 - *July 10, 2019 (All Day) and July 11, 2019 (Half Day)*
- **Group 2 – 12-Month Teaching and Research Faculty**
 - *July 11, 2019 (All Day) and July 12, 2019 (Half Day)*
- **Group 3 – Administrative and Professional Faculty**
 - *July 12, 2019 (All Day) and July 15, 2019 (Half Day)*
- **Group 4 – Make-Up for Groups 1, 2, and 3**
 - *July 18, 2019 (All Day) and July 19, 2019 (Half Day)*
- **Group 5 – 9-Month Teaching and Research Faculty**
 - *August 12, 2019 (All Day) and August 13, 2019 (Half Day)*

New Employee Orientation (Day 1)

Topic	Duration	Responsible Party	Materials	Notes	Start Time	End Time
Welcome & Introductions	15	Human Resources			8:30 AM	8:45 AM
Mission/Vision/Core Values/Code of Ethics	15	University Relations	Printed		8:45 AM	9:00 AM
University Oversight/Internal Governance/Organizational Structure	10	University Relations			9:00 AM	9:10 AM
RUID & Parking Services	10	University Services		Current Orientation	9:10 AM	9:20 AM
University Calendar (Academic, Holidays)	10	Human Resources	Printed		9:20 AM	9:30 AM
Employment Handbook Overview	10	Human Resources	Printed		9:30 AM	9:40 AM
Benefits (Health, Life Insurance, Fact Sheets, Retirement)	60	Human Resources	Printed	Current Orientation	9:40 AM	10:40 AM
Break	15				10:40 AM	10:55 AM
Leave Policies/Procedures/Reporting	30	Human Resources		Current Orientation	10:55 AM	11:25 AM
Payline/Pay Stubs/Pay Calendar	15	Controller's Office	Printed	Current Orientation	11:25 AM	11:40 AM
Required Trainings/Virginia Learning Center	20	Human Resources	Printed	Current Orientation	11:40 AM	12:00 PM
Lunch	60				12:00 PM	1:00 PM
University Advancement Overview	15	VPUA or Designee		Current Orientation	1:00 PM	1:15 PM
Student Affairs Overview	15	VPSA or Designee			1:15 PM	1:30 PM
Information Technology Overview	30	VPIT or Designee		Current Orientation	1:30 PM	2:00 PM
Enrollment Management Overview	15	VPEM or Designee			2:00 PM	2:15 PM
Academic Affairs Overview	15	VPAA or Designee			2:15 PM	2:30 PM
Wrap Up (Q&A)	20	Human Resources			2:30 PM	2:50 PM
	380					

New Employee Orientation (Day 2)

Day Two: 8:15 AM - 12:15 PM

July 9, 10, 12 - Alternate July 19

Topic	Duration	Responsible Party	Materials	Notes	Start Time	End Time
Audit & Advisory Services/Fraud, Waste & Abuse	20	Audit & Advisory Services		Current Orientation	8:15 AM	8:35 AM
University Wide Policies	15	Controller's Office			8:35 AM	8:50 AM
FOIA	20	Legal			8:50 AM	9:10 AM
Record Retention	15	Controller's Office			9:10 AM	9:25 AM
Title IX Training	30	Institutional Equity		Current Orientation	9:25 AM	9:55 AM
Break	15				9:55 AM	10:10 AM
Finance and Administration Overview	15	VPFA or Designee			10:10 AM	10:25 AM
Emergency Management	20	Police		Current Orientation	10:25 AM	10:45 AM
Environmental Health & Safety	15	Facilities		Current Orientation	10:45 AM	11:00 AM
Work Order Process	15	Facilities			11:00 AM	11:15 AM
Budget Overview	20	OBFP			11:15 AM	11:35 AM
Procurement/Payment Overview	20	Controller's Office			11:35 AM	11:55 AM
Travel Overview	10	Controller's Office			11:55 AM	12:05 PM
Wrap Up	10	Controller's Office			12:05 PM	12:15 PM
	240					

New Employee Orientation (Others)

- **Systems-Based Training**
 - *Ongoing*
 - *Finance and Administration*
- **Computer Deployment**
 - *Week of July 29, 2019*
 - *Information Technology*
- **Faculty Institute**
 - *August 14, 2019*
 - *Academic Affairs*

Information Technology Rollout

Information Technology Rollout

Milestone Description	Start Date
Move Network Switch, Firewall and Servers to RUC Network Closet	06-24-2019
RU Email Accounts made available for JCHS Staff and 12-Month Faculty (identity management pre-hire role)	06-27-2019
PowerCampus Self-Service changed to read-only mode for Students	07-01-2019
Establish Internet Connectivity	07-09-2019
Official Start Date for JCHS Full-time Employees and 12-Month Faculty	07-10-2019
JCHS Website Redirected to new RUC landing page on RU Website	07-10-2019
JCHS Students allowed to Access Registration in Banner	07-13-2019
RU Email Accounts made available for JCHS 9-Month Faculty (identity management pre-hire role)	07-15-2019
Blackboard Course Shells for Fall 2019 Created from Banner Data File	07-22-2019
eBills for Fall of 2019 will be Sent to all Students	07-24-2019
JCHS Summer School Grades Due	07-29-2019
Desktop and Laptop Cutover (Re-imaging of Windows Computers)	07-29-2019
R: and S: Drive Migration and Review for Sensitive Data	07-29-2019
Copiers: Xerox Multifunction Device Installs and Removal of HP Printer/Copiers	07-31-2019
Digital Signage Updated to Reflect RUC Branding	08-02-2019
Complete Maintenance Review of JCHS Classrooms	08-05-2019
Complete R: and S: Drive Migration	08-05-2019
Official Start Date for JCHS 9-Month Faculty	08-10-2019
@jchs.edu Email Access Stops for JCHS Students	09-01-2019
@jchs.edu Email Access Stops for JCHS Faculty/Staff	10-01-2019



Departmental Budgets

E&G Expenses

2019-20 Draft Authorized E&G Budget

Radford University Carilion by Senior Management Level

2019-20 Authorized Budget

RUC EXPENSES

10- Academic Affairs	\$9,335,259
20- Finance & Administration	\$462,509
30- Information Technology	\$427,035
40- Central Administration	\$59,278
50- Student Affairs	\$289,434
60- University Relations	\$80,273
70- University Advancement	\$8,500
80- Enrollment Management	\$868,803
90 Central Resources	<u>\$10,810,279</u>
RUC E&G Expense Total	\$22,341,370

RUC Webpage

RUC Webpage (Process Overview)

- **Migration of JCHS Website and RUC Updates**
 - *February - July*
- **Launch of RUC Webpage and Redirect of JCHS Website**
 - *12:01 A.M. on July 10, 2019*
- **Implementation of Other Updates to www.radford.edu**
 - *12:01 A.M. on July 10, 2019*
- **Final Review and Detailed Updates to RUC Webpage**
 - *July 10, 2019 through July 31, 2019*

RUC Webpage (Left Navigation)

- **Prospective Students**

- Visit Us
- Request More Information
- Apply Now
- Tuition and Fees
- Student Life
- Residence Life
- Library
- Academic Catalogs

- **Admitted Students**

- **Current Students**

- **Faculty and Staff**

- **Alumni**

- **RUC History**

- History of Jefferson College of Health Sciences

- **Professional and Continuing Education**

RUC Webpage (Top Level Content)

The screenshot shows the top level content of the Radford University Carilion website. At the top is a navigation bar with links for ABOUT, ADMISSIONS, ACADEMICS, ATHLETICS, STUDENT LIFE, and CONTACT / VISIT, along with a MyRU button. Below this is a header section with the text "RADFORD UNIVERSITY CARILION" and a "Divisions" dropdown menu. The main content area features a large hero image of a smiling woman in a clinical setting, with a text box to the right that reads: "RUC | RADFORD UNIVERSITY CARILION. Located in downtown Roanoke, Virginia, in the city's Innovation Corridor, Radford University Carilion (RUC) provides a rigorous real-world learning experience to students pursuing undergraduate and graduate degrees in the health sciences. RUC boasts a faculty of practicing clinicians who, in a clinical setting on the campus of Carilion Medical Center, teach students to care for patients, conduct research, and explore how to manage organizations. Learn more. »". Below the hero image are four smaller images with captions: "PROSPECTIVE STUDENTS" (a nurse in a hospital room), "CURRENT STUDENTS" (a student in a lab coat), "FACULTY & STAFF" (a group of people in a meeting), and "ALUMNI" (the Jefferson Circle Alumni logo). At the bottom is a dark navigation bar with links for PROSPECTIVE STUDENTS, CURRENT STUDENTS, PARENTS, FACULTY/STAFF RESOURCES, COMMUNITY, and ALUMNI & FRIENDS, along with an "APPLY NOW" button.

ABOUT | ADMISSIONS | ACADEMICS | ATHLETICS | STUDENT LIFE | CONTACT / VISIT | MyRU

RADFORD UNIVERSITY CARILION

Divisions

RUC | RADFORD UNIVERSITY CARILION

Located in downtown Roanoke, Virginia, in the city's Innovation Corridor, Radford University Carilion (RUC) provides a rigorous real-world learning experience to students pursuing undergraduate and graduate degrees in the health sciences. RUC boasts a faculty of practicing clinicians who, in a clinical setting on the campus of Carilion Medical Center, teach students to care for patients, conduct research, and explore how to manage organizations. [Learn more. »](#)

1 / 1

PROSPECTIVE STUDENTS | CURRENT STUDENTS | FACULTY & STAFF | ALUMNI

PROSPECTIVE STUDENTS | CURRENT STUDENTS | PARENTS | FACULTY/STAFF RESOURCES | COMMUNITY | ALUMNI & FRIENDS | [APPLY NOW »](#)

RUC Webpage (Middle Level Content)

The screenshot displays the 'EXPLORE RADFORD UNIVERSITY CARILION DEGREE PROGRAMS' section. At the top, there are four navigation tabs: 'PROSPECTIVE STUDENTS', 'CURRENT STUDENTS', 'FACULTY & STAFF', and 'ALUMNI'. The main content area is divided into three columns of degree programs, each with a list of specific programs and a right-pointing arrow icon. A dark grey footer contains a navigation menu and an 'APPLY NOW' button.

PROSPECTIVE STUDENTS **CURRENT STUDENTS** **FACULTY & STAFF** **ALUMNI**

EXPLORE RADFORD UNIVERSITY CARILION DEGREE PROGRAMS

ASSOCIATE'S DEGREES	MASTER'S DEGREES	MINORS
<ul style="list-style-type: none">› Occupational Therapy Assistant› Physical Therapist Assistant› Surgical Technology	<ul style="list-style-type: none">› Healthcare Administration› Health Sciences› Nursing Administration› Family Nurse Practitioner› Occupational Therapy› Physician Assistant	<ul style="list-style-type: none">› Biology› Forensic Science› Psychology
BACHELOR'S DEGREES	DOCTORAL DEGREES	CERTIFICATE
<ul style="list-style-type: none">› Biology› Biomedical Sciences› Emergency Services› Health Sciences› Healthcare Management› Medical Laboratory Science› Nursing, Pre-Licensure› Nursing, Accelerated Pre-Licensure› Nursing, Post-Licensure - RN to BSN› Public Health› Respiratory Therapy	<ul style="list-style-type: none">› Health Sciences› Occupational Therapy, Post-Licensure› Physical Therapy	<ul style="list-style-type: none">› Bioethics› Medical Laboratory Science

VISIT RADFORD UNIVERSITY CARILION IN ROANOKE

PROSPECTIVE STUDENTS CURRENT STUDENTS PARENTS FACULTY/STAFF RESOURCES COMMUNITY ALUMNI & FRIENDS **APPLY NOW**

RUC Webpage (Bottom Level Content)

VISIT RADFORD UNIVERSITY CARILION IN ROANOKE



Want to take a look around? The best way to experience Radford University Carilion is to visit the campus in downtown Roanoke, Virginia. During your visit, you will be able to tour our innovative clinical, classroom and laboratory learning spaces on campus at Carilion Roanoke Community Hospital, and our residence halls at The Patrick Henry.

JOIN US FOR OUR SUMMER VISIT DAY ON JULY 26.
REGISTER ONLINE NOW.

CONTACT RADFORD UNIVERSITY CARILION

Carilion Roanoke Community Hospital (CRCH)
30 Elm Avenue SE
Roanoke, VA 24003
Admissions Office: 540-985-8483

DISCOVER MORE

- [Admitted Students](#)
- [Bookfair](#)
- [Financial Aid](#)
- [Tuition and Fees](#)
- [Scholarships and Grants](#)
- [New Student Orientation](#)
- [Veteran and Active Military Resources](#)
- [Professional and Continuing Education](#)
- [Honors Program](#)
- [Academic Calendar](#)
- [Academic Catalog](#)
- [M&S Portal](#)
- [Accreditation](#)
- [History of Radford University Carilion](#)
- [History of Jefferson College of Health Sciences](#)

RADFORD UNIVERSITY CARILION NEWS

Public-Private Partnership Enhances Healthcare Education as Radford University Carilion »

6/17/2019



The Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) has approved the merger of Jefferson College of Health Sciences into Radford University, thereby formally establishing Radford University Carilion (RUC), an educational site located in Roanoke, Virginia focused on the delivery of health sciences programming.

Radford University Carilion introduced at Festive JCHS Spirit Day »

5/3/2019



The Jefferson College of Health Sciences (JCHS) and Radford University communities united as one during a time of celebration and unveiled the newly named organization, Radford University Carilion (RUC), at a picnic on April 22.

Carilion Clinic, Jefferson College of Health Sciences and Radford University Announce New Name and Logo for Roanoke Campus »

4/22/2019



Carilion Clinic, Jefferson College of Health Sciences and Radford University today announced that moving forward their partnership will be known as Radford University Carilion.

MORE NEWS & EVENTS



[PROSPECTIVE STUDENTS](#) [CURRENT STUDENTS](#) [PARENTS](#) [FACULTY/STAFF RESOURCES](#) [COMMUNITY](#) [ALUMNI & FRIENDS](#)

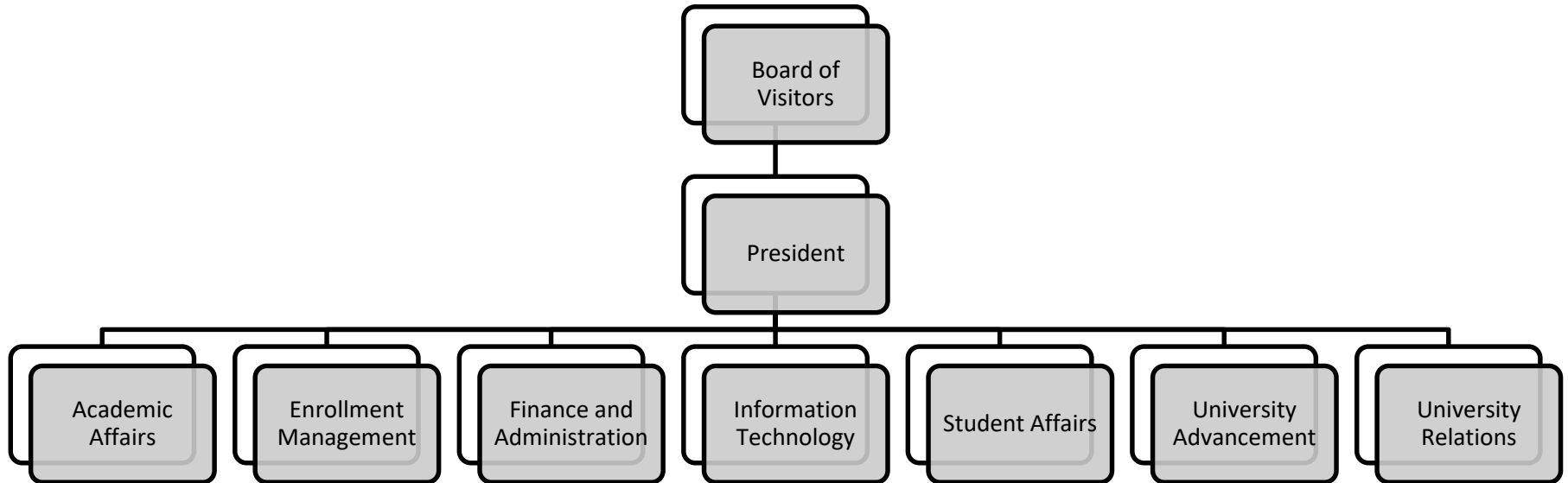
[APPLY NOW »](#)

Campus Culture

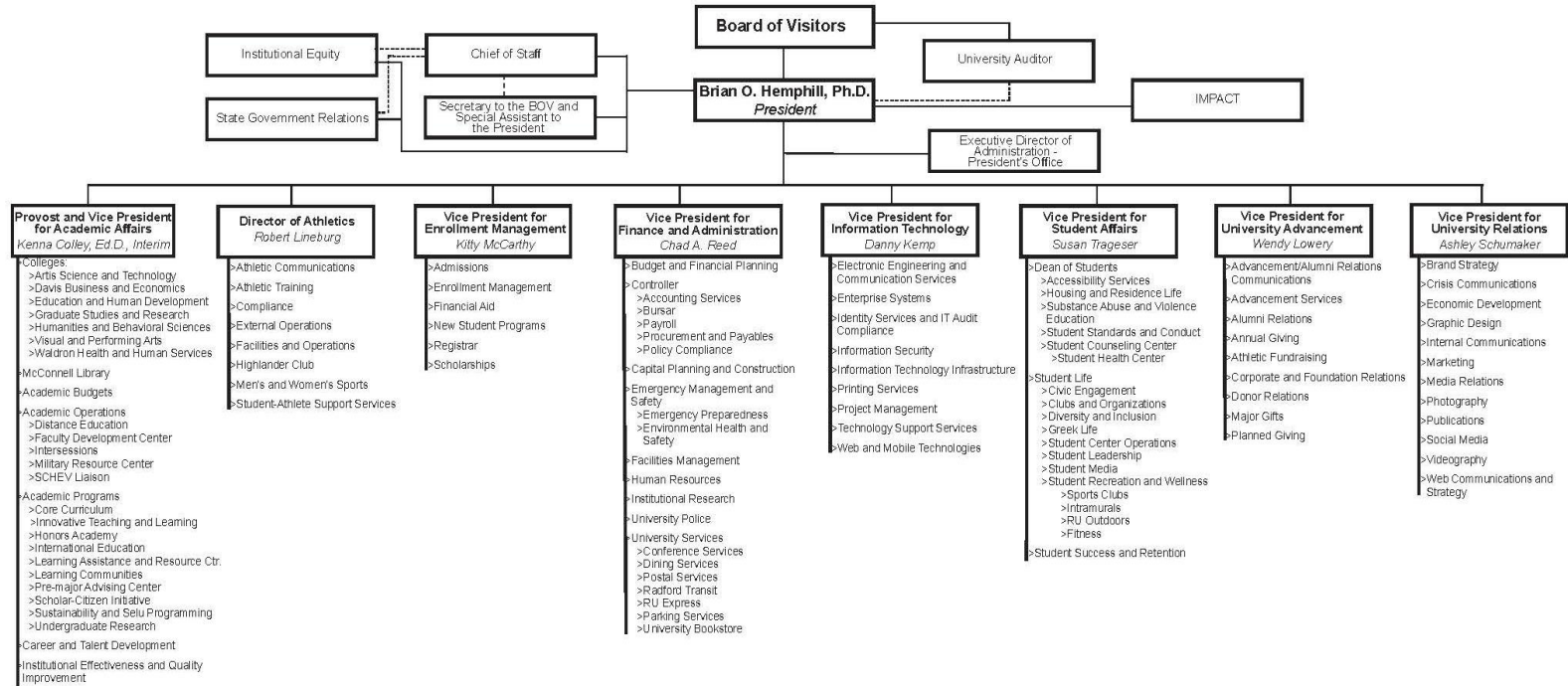
Campus Culture

- **A Balancing Act**
 - *RUC Experience vs. Radford Family*
- **A New Way of Doing Business**
 - *University Oversight and Organizational Structure*
- **A New Means of Campus Representation**
 - *Internal Governance*
- **An Alumni Legacy to Honor**
 - *Jefferson Circle*

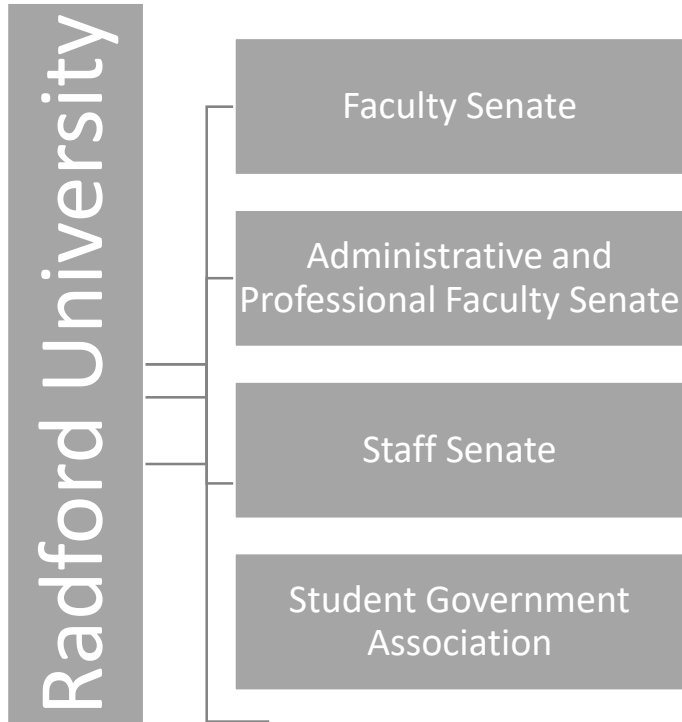
Campus Culture (University Oversight)



Campus Culture (Organizational Structure)



Campus Culture (Internal Governance)



Main Campus

- Radford, VA

Educational Sites

- Abingdon, VA
 - Southwest Virginia Higher Education Center
- Martinsville, VA
 - New College Institute
- Roanoke, VA
 - Radford University Carilion
 - Roanoke Higher Education Center

Campus Culture (Jefferson Circle)



On May 23, 2019, Radford University President Brian O. Hemphill, Ph.D., announced the establishment of the Jefferson Circle as part of the Radford University Alumni Association. The Jefferson Circle functions as an alumni chapter of Radford University and honors the experience of those who graduated from and/or attended Jefferson College of Health Sciences (JCHS). It also celebrates the legacy of JCHS and the uniqueness of the Radford University Carilion (RUC) experience, while simultaneously recognizing these individuals as part of the Radford University family and acknowledging the important work occurring at RUC. The Jefferson Circle is a symbol of the strength of the historical foundation of JCHS from which RUC has been built, while also looking to an innovative future driven by meeting healthcare workforce needs across the Commonwealth of Virginia and beyond.

Campus Events

Campus Events

- **August New Student Convocation**
 - *Roanoke and Radford*
- **August College Meetings**
 - *Radford*
- **August Fall Convocation**
 - *Radford*
- **December and May Commencement Ceremonies**
 - *Roanoke and Radford*

Branding and Marketing

Branding and Marketing

- **Logos**
- **Audiences**
- **Message Map**
- **Personality**
- **Welcome Ad**
- **Photography**
- **Exterior Signage**
- **Interior Signage**

Branding and Marketing (Boilerplate)



RUC | RADFORD
UNIVERSITY
CARILION

Located in downtown Roanoke, Virginia, in the city's Innovation Corridor, Radford University Carilion (RUC) provides a rigorous real-world learning experience to students pursuing undergraduate and graduate degrees in the health sciences. RUC boasts a faculty of practicing clinicians who, in a clinical setting on the campus of Carilion Medical Center, teach students to care for patients, conduct research, and explore how to manage organizations. [Learn more.](#) »

Branding and Marketing (Logos)

The logo consists of the letters 'RUC' in a stylized font. The 'R' and 'U' are red, and the 'C' is blue. The 'R' has a distinctive shape with a curved bottom.

Horizontal (Primary)

The logo consists of the words 'RADFORD UNIVERSITY CARILION' stacked vertically in a bold, sans-serif font. 'RADFORD' and 'CARILION' are blue, while 'UNIVERSITY' is red. A vertical line is positioned to the left of the text.The logo consists of the words 'RADFORD UNIVERSITY CARILION' stacked vertically in a bold, sans-serif font. 'RADFORD' and 'CARILION' are blue, while 'UNIVERSITY' is red. A horizontal line is positioned below the text.The logo consists of the letters 'RUC' in a stylized font. The 'R' and 'U' are red, and the 'C' is blue. The 'R' has a distinctive shape with a curved bottom.

Vertical

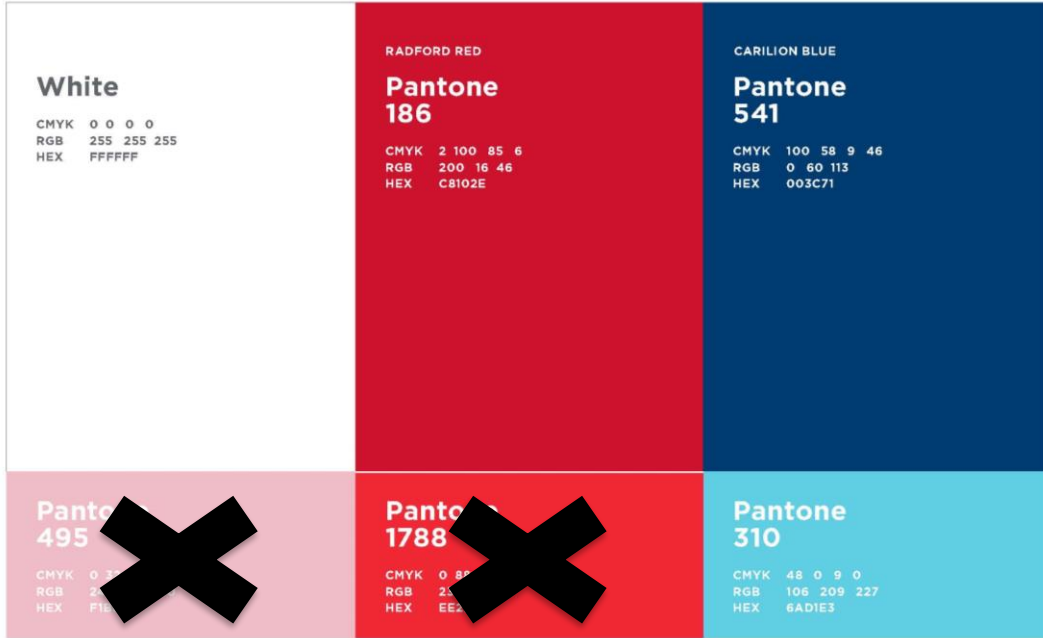

The logo consists of the 'RUC' logo above the words 'RADFORD UNIVERSITY CARILION' in a bold, sans-serif font. 'RADFORD' and 'CARILION' are blue, while 'UNIVERSITY' is red.

Horizontal Stack


The logo consists of the 'RUC' logo followed by the words 'RADFORD UNIVERSITY CARILION' in a bold, sans-serif font. 'RADFORD' and 'CARILION' are blue, while 'UNIVERSITY' is red.

Horizontal Line

Branding and Marketing (Colors)



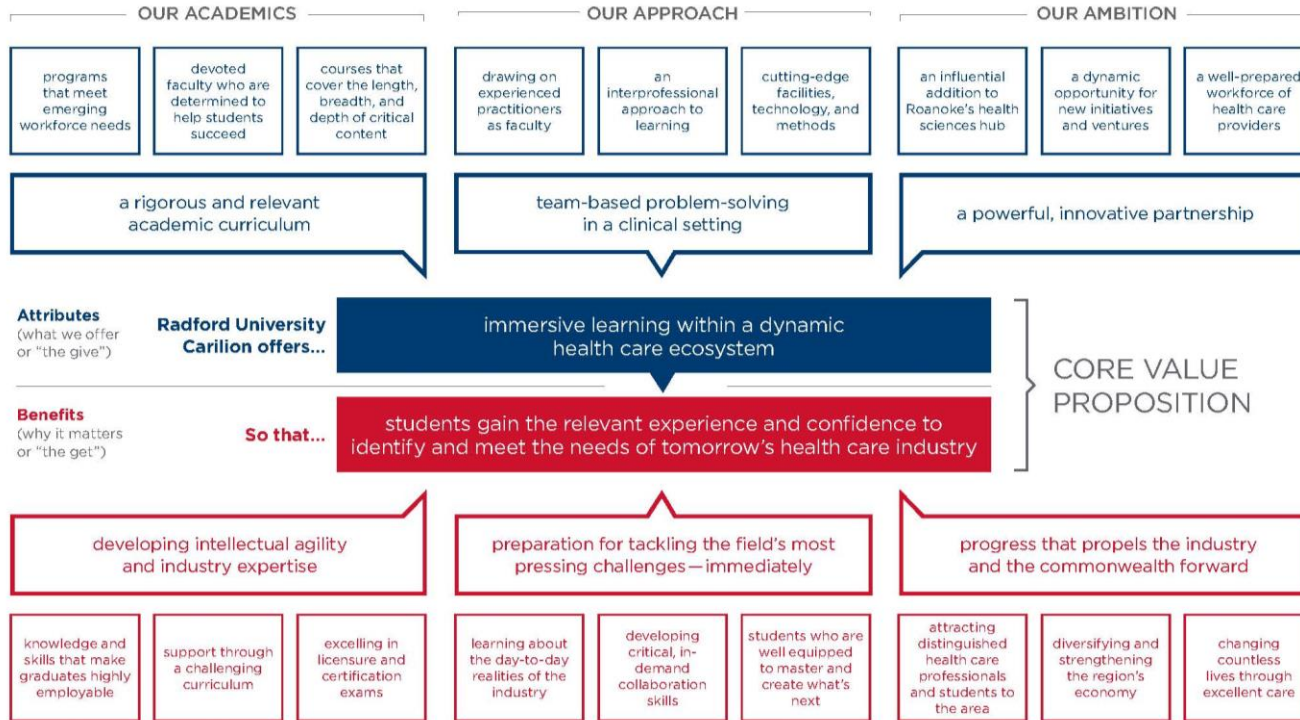
Branding and Marketing (Audiences)

	Primary Prospective Students and Influencers	Secondary Internal Community	Tertiary External Community
Who	<ul style="list-style-type: none">• Undergraduate students• Parents and family• Counselors and other influencers	<p>The Unsure</p> <ul style="list-style-type: none">• Current Jefferson students• Jefferson alumni• Some faculty and staff <p>The Optimistic</p> <ul style="list-style-type: none">• Most faculty and staff• Current Radford students	<ul style="list-style-type: none">• Thought leaders• Media• Business owners• Politicians• Community members
Goals	<p>Recruit and enroll more best-fit students by building awareness of the advantages of the Radford-Carilion partnership.</p>	<p>Address their concerns and communicate advantages, moving them from unsure to optimistic.</p>	<p>Build the school's reputation and visibility, ultimately influencing recognition and building partnerships.</p>

Branding and Marketing (Audiences)

	Primary	Secondary	Tertiary
	Prospective Students and Influencers	Internal Community	External Community
Goals	Recruit and enroll	Address concerns and communicate advantages Inspire advocacy	Build reputation and visibility
What do they need to know?	<ul style="list-style-type: none"> • That a high-quality education can be received at Radford University Carilion • The current value of the program, and how that value will continue to grow over time • That they will have an advantage pursuing a career in the industry, due to their connections to the Radford-Carilion network • That they will have access to an immersive experience with top-of-the-line facilities and technology for students • How they can get in on the ground floor of an innovative initiative within a health care ecosystem 	<p>The Unsure</p> <ul style="list-style-type: none"> • That the advantages of the Jefferson College experience they currently enjoy will not only continue, but also strengthen • That the day-to-day experience will not change profoundly, and will improve • That costs will continue to go down <p>The Optimistic</p> <ul style="list-style-type: none"> • Continual updates about exciting developments and opportunities (including the new building) • Information about access to more funding, research, and technology • How they can share ideas and get involved 	<ul style="list-style-type: none"> • The vision for Radford University Carilion, and the opportunities that abound • How the Radford-Carilion partnership contributes to the economic stability of the region • The impact the partnership has on the health care industry as a whole • How the partnership will help position Roanoke as a health care hub (and update some outdated perceptions of the area) • That only the highest quality of care is offered, relieving any potential concerns about students delivering care

Branding and Marketing (Message Map)



Branding and Marketing (Personality)

RATIONAL

How we want people to
think about the brand

Responsive

Aware and accountable

Resourceful

Creative and prepared

Forward-focused

Driven and active

EMOTIONAL

How we want people to
feel about the brand

Caring

Passionate and earnest

Invested

Dedicated and engaged

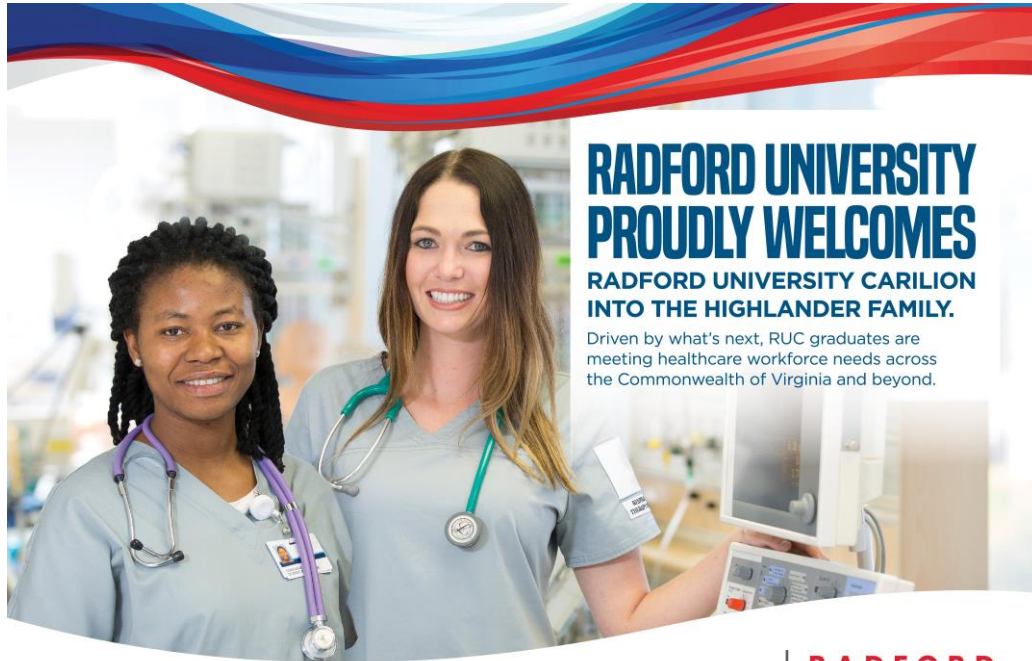
Intentional

Purposeful and confident

Branding and Marketing (Photography)



Branding and Marketing (Welcome Ad)



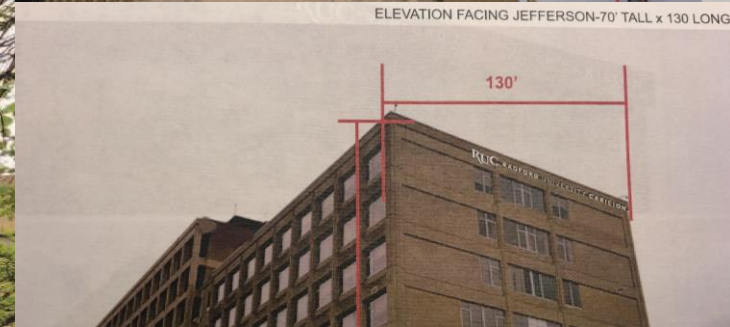
Learn more at:
www.radford.edu/ruc



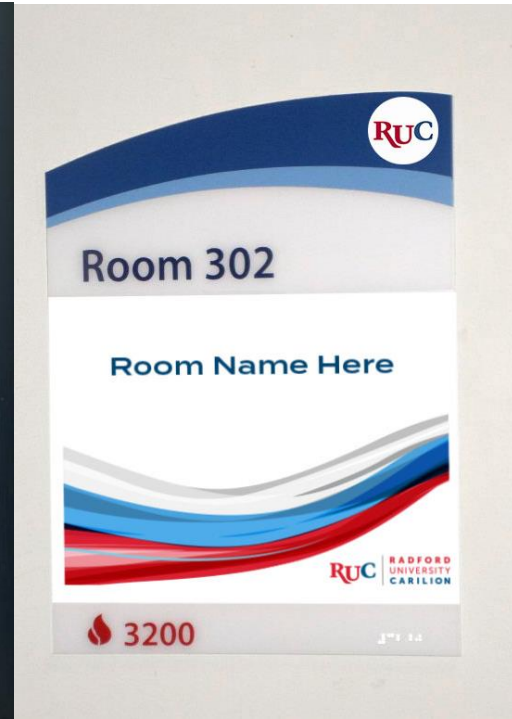
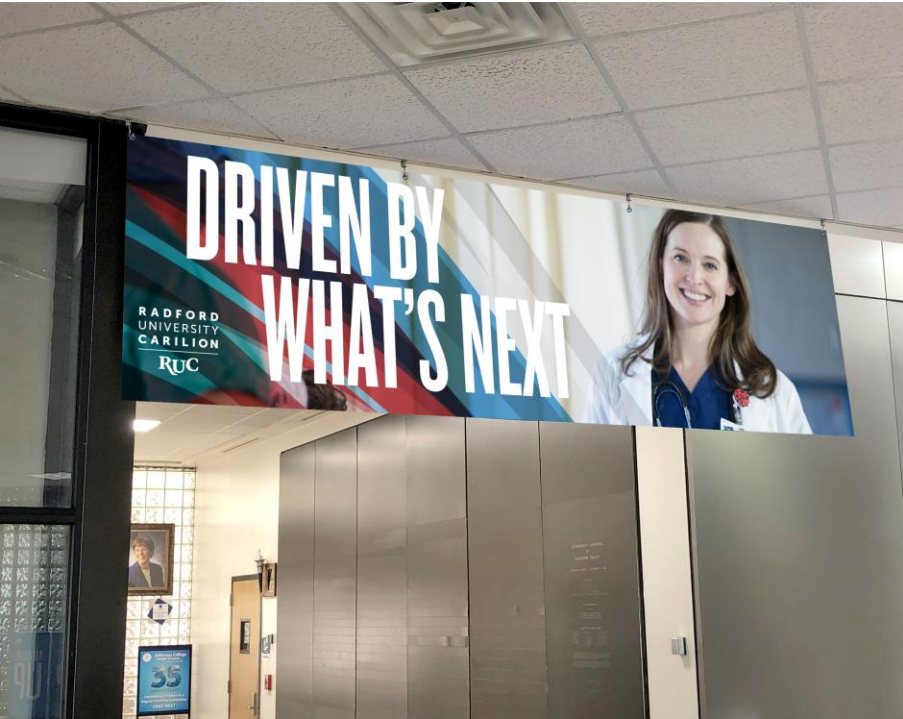
Branding and Marketing (Exterior Signage)



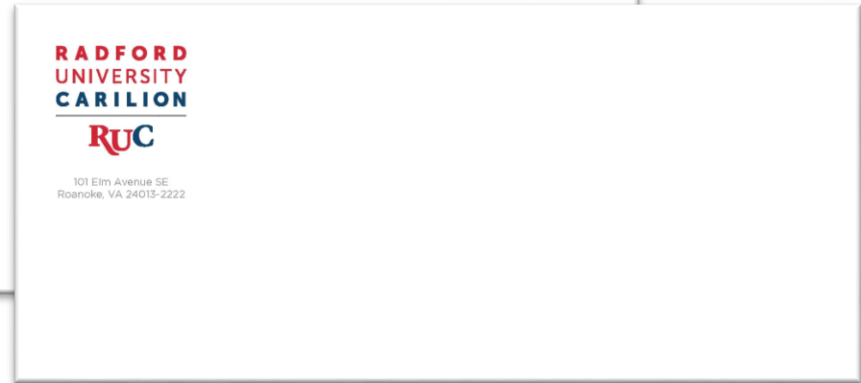
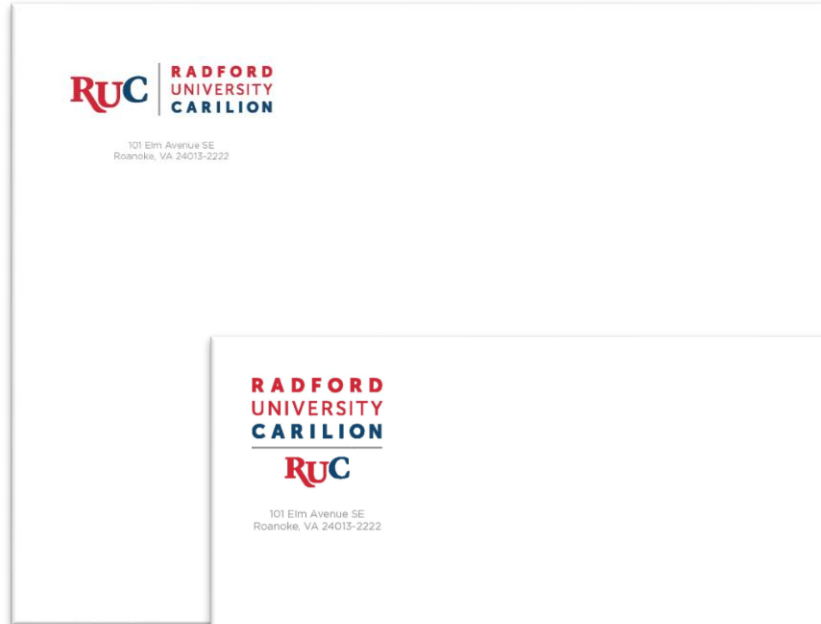
Branding and Marketing (Exterior Signage)



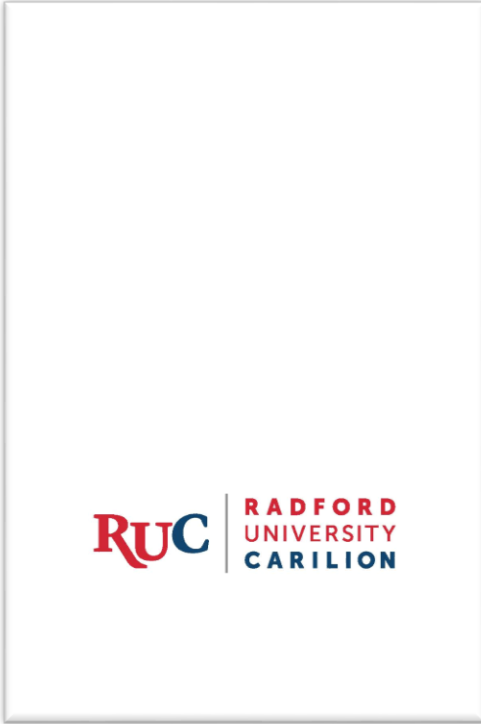
Branding and Marketing (Interior Signage)



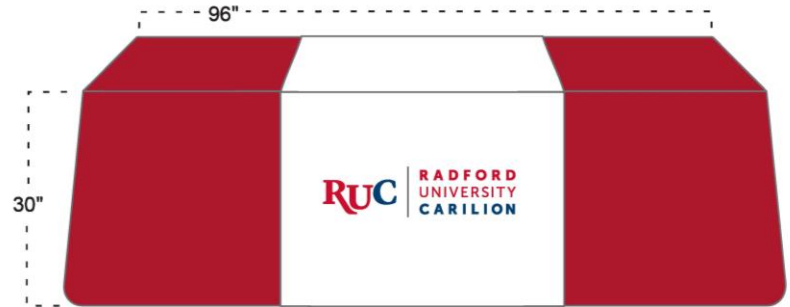
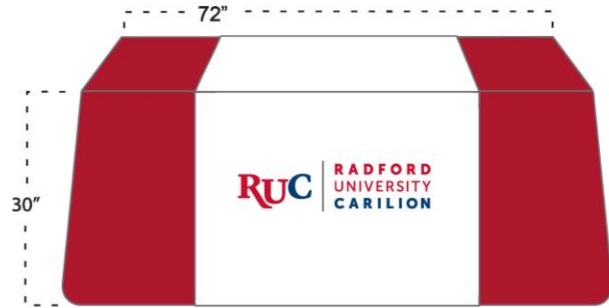
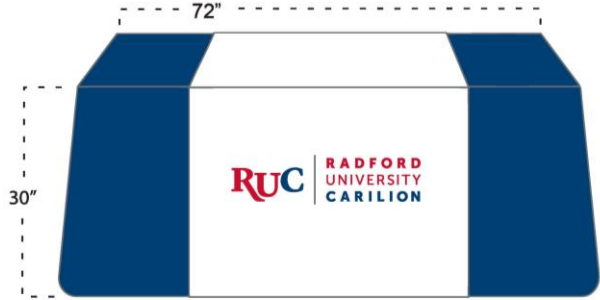
Branding and Marketing (Other Materials)



Branding and Marketing (Other Materials)



Branding and Marketing (Other Materials)



RUC

**RADFORD
UNIVERSITY
CARILION**



**RADFORD
UNIVERSITY**



CARILION CLINIC

The Student Debt Challenge

RADFORD
UNIVERSITY

*Student loan debt is now an
intergenerational problem; with ripple
effects throughout the economy
and social policy.*

Jeffrey J. Selingo
College (Un)Bound

Lots of Attention

Recent Headlines

- ***The Long Road to the Student Debt Crisis***
Wall Street Journal/June 7, 2019
- ***Democrats Push for Tougher Oversight on the Student Loan Market***
The Hill/June 11, 2019
- ***With \$30K in Student Loans and No Job, Pennsylvania Man Joins Other Graduates By Leaving U.S. to Avoid Debt***
Newsweek.com/June 11, 2019
- ***Colleges Shouldn't Escape Blame for the Student-Debt Crisis***
National Review/June 28, 2019

Basic Facts

Class of 2018

- \$1.56 trillion in student loan debt (exceeds total credit card debt by \$521 billion)
- 44.7 million Americans with student loan debt
- 69% of all graduating students with some loan debt
- Average graduating student debt varies by institutional classification
 - \$25,550 - Public college
 - \$32,300 - Private, not for profit
 - \$39,950 - Private for profit
- \$393 average monthly payment for borrowers 20-30 years old

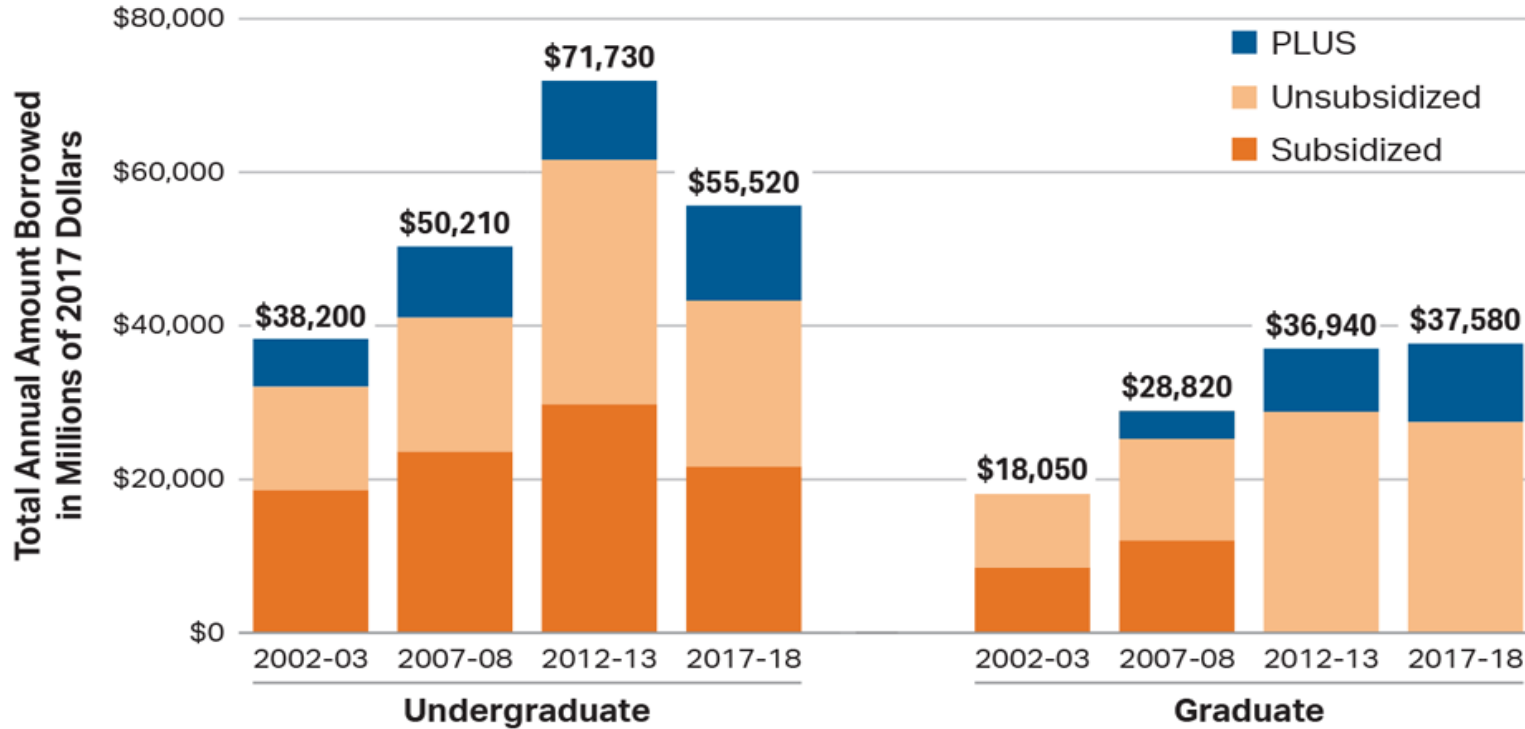
Source <https://studentloanhero.com/student-loan-debt-statistics/>

Federal Direct Loan Borrowing Limits

Year	Annual Limit
First Year	\$5,500
Second Year	\$6,500
Third Year	\$7,500
Fourth Year	\$7,500
Total Stafford Loan for 4 Years	\$27,000
Origination Fee (approx. 1%)*	~\$270
Total Amount to Student	~\$26,730

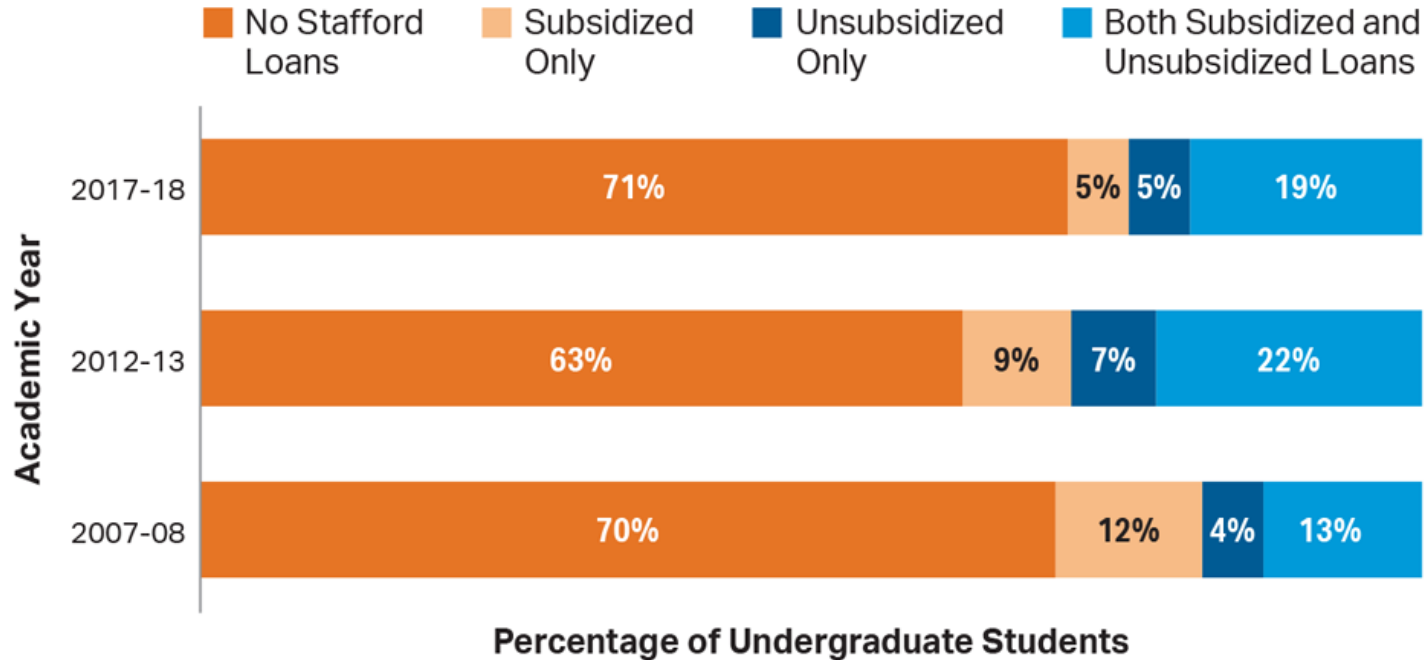
*Origination Fees vary by year. Current fee is 1.062%.

Annual Amount in Federal Loans



Source: The College Board, Trends in Student Financial Aid

Percentage of Undergraduate Students Borrowing Federal Loans



Source: The College Board, Trends in Student Financial Aid

Percentage of Graduates with Debt (2017-18 by State)

State	Dollar Amount	Rank
Connecticut	\$38,510	1
Pennsylvania	\$36,854	2
Rhode Island	\$36,250	3
New Hampshire	\$34,415	4
Delaware	\$34,144	5
District of Columbia	\$30,775	15
Virginia	\$29,887	19
Maryland	\$29,314	23
North Carolina	\$26,526	37

Student Debt in Virginia

Average Debt, all graduates in Virginia \$29,887

Percent of graduates borrowing 56%

Public Institutions/Class of 2015	Average Loan	% Borrowing
Virginia Commonwealth University	\$31,919	62%
Old Dominion University	\$32,092	72%
Christopher Newport University	\$32,994	57%
Virginia Polytechnic University	\$30,221	49%
Virginia State University	\$28,250	92%
Longwood University	\$28,376	69%
Radford University	\$31,463	71%
George Mason University	\$30,755	56%
Virginia Military Institute	\$30,367	66%
College of William & Mary	\$24,072	36%
University of Virginia (Main)	\$24,501	35%
James Madison University	\$27,656	50%
University of Mary Washington	\$29,964	54%
University of Virginia, Wise	\$21,389	58%
Norfolk State University	N/A	N/A

Source: Institute for College Success,
State by State Data, 2017

Federal Cohort Default Rates

Institution	FY2015	FY2014	FY2013
Christopher Newport University	2.4%	3.1%	2.2%
College Of William & Mary	1.3%	1.0%	0.8%
George Mason University	2.3%	2.0%	2.1%
James Madison University	2.2%	2.0%	2.1%
Longwood University	3.9%	4.0%	3.1%
Norfolk State University	11.5%	13.5%	12.6%
Old Dominion University	5.5%	6.2%	4.7%
Radford University	5.8%	4.5%	4.4%
University of Mary Washington	1.8%	2.9%	1.9%
University of Virginia	0.9%	1.3%	0.9%
University of Virginia's College At Wise	10.2%	11.7%	11.6%
Virginia Commonwealth University	3.7%	4.0%	3.6%
Virginia Military Institute	2.8%	3.9%	2.6%
Virginia Polytechnic Institute & State University	1.8%	1.4%	1.6%
Virginia State University	16.2%	17.6%	14.7%
National Public 4-Year Default Rate	13.7%	12.8%	12.9%

Loan Debt by Gender (2017-18 Native Completers)

Gender	Native Completers	Percent Borrowed Federal Loans	Median Federal Loan Debt
Female	763	72%	\$26,714
Male	445	64%	\$26,716
Total	1,208	69%	\$26,716

Loan Debt by Region (2017-18 Native Completers)

Region	Native Completers	Percent Borrowed Federal Loans	Median Federal Loan Debt
Central Va	86	81%	\$26,225
Northern Va	377	60%	\$26,714
Peninsula	45	76%	\$26,717
Richmond	115	71%	\$26,716
Roanoke Metro	56	79%	\$26,720
South Central	34	79%	\$24,740
Southwest	186	76%	\$25,726
Tidewater	113	72%	\$26,716
Valley	110	75%	\$26,720
Out-of-State	86	58%	\$26,573
Total	1,208	69%	\$26,716

Loan Debt by Ethnicity (2017-18 Native Completers)

Ethnicity	Native Completers	Percent Borrowed Federal Loans	Median Federal Loan Debt
American Indian or Alaska Native	2	50%	N/A
Asian	7	86%	N/A
Black or African American	169	93%	\$26,720
Hispanic	76	74%	\$26,719
White	869	64%	\$26,470
Two or more races	56	82%	\$26,718
Nonresident Alien	9	0%	N/A
Race Unknown	20	80%	\$22,426
Total	1,208	69%	\$26,716

Loan Debt by First-Generation (2017-18 Native Completers)

First Generation	Native Completers	Percent Borrowed Federal Loans	Median Federal Loan Debt
First Generation	434	82%	\$26,720
Not First Generation	774	62%	\$25,732
Total	1,208	69%	\$26,716

Loan Debt by Income (2017-18 Native Completers)

Income Level	Native Completers	Percent Borrowed Federal Loans	Median Federal Loan Debt
Low Income	158	92%	\$26,720
Mid Income	196	95%	\$26,720
High Income	279	90%	\$26,714
Unknown	575	44%	\$25,234
Total	1,208	69%	\$26,716

Loan Debt by Pell Recipient (2017-18 Native Completers)

Received Pell (Any Time)	Native Completers	Percent Borrowed Federal Loans	Median Federal Loan Debt
Received Pell Grant	406	94%	\$26,720
Did not receive Pell Grant	802	57%	\$26,714
Total	1,208	69%	\$26,716

Loan Debt by Academic College (2017-18 Native Completers)

College at Graduation	Native Completers	Percent Borrowed Federal Loans	Median Federal Loan Debt
Artis College of Science and Technology	104	64%	\$26,714
College of Education and Human Development	208	71%	\$26,718
College of Humanities and Behavioral Sciences	476	73%	\$26,715
College of Visual and Performing Arts	107	72%	\$26,718
Davis College of Business and Economics	211	60%	\$26,428
Waldron College of Health and Human Services	102	71%	\$26,714
Total	1,208	69%	\$26,716

Borrowing Trends (Native Completers)

Graduating Year	Native Completers	Percent Borrowed Federal Loans	Median Federal Loan Debt
2015-2016	1,205	67%	\$26,718
2016-2017	1,200	69%	\$26,716
2017-2018	1,208	69%	\$26,716

Virginia General Assembly (SB 568)

Higher educational institutions, public; student loan information.

Requires any public institution of higher education that receives federal education loan information for a student enrolled in the institution to provide such student, at least once during each academic year, certain information and estimates regarding the student's federal education loans.

Michael

Loan Date	Loan Amount	Interest Rate	Current Principal & Interest	Standard Repayment Plan ¹ Projected Repayment Amount				
				Estimated Months	Estimated Monthly Payment	Estimated Total Interest	Estimated Total Principal & Interest	
Direct Stafford Subsidized (SULA Eligible)								\$22,872
09/15/2015	\$3,500	4.29%	\$3,500	81	\$50	\$535	\$4,035	
08/24/2016	\$4,500	3.76%	\$4,500	106	\$50	\$794	\$5,294	
08/23/2017	\$4,500	4.45%	\$4,500	110	\$50	\$985	\$5,485	
05/11/2018	\$1,000	4.45%	\$1,000	21	\$50	\$40	\$1,040	
08/22/2018	\$5,500	5.05%	\$5,500	120	\$58	\$1,516	\$7,016	
Direct Stafford Unsubsidized								\$21,065
09/15/2015	\$2,000	4.29%	\$2,312	52	\$50	\$594	\$2,594	
08/24/2016	\$2,000	3.76%	\$2,203	49	\$50	\$427	\$2,427	
12/01/2016	\$4,000	3.76%	\$4,365	105	\$50	\$1,233	\$5,233	
08/23/2017	\$2,000	4.45%	\$2,151	49	\$50	\$412	\$2,412	
01/14/2018	\$2,044	4.45%	\$2,163	49	\$50	\$383	\$2,427	
05/11/2018	\$2,956	4.45%	\$3,086	73	\$50	\$658	\$3,614	
08/22/2018	\$2,000	5.05%	\$2,071	48	\$50	\$355	\$2,355	

Financial Wellness

Inaugural Financial Wellness Day

- April 2, 2019
- Workshops
 - Learning the basics of personal credit
 - Financial aid
- Financial Wellness and Resource Fair

Financial Wellness

The screenshot shows a web browser window with the URL <https://www.radford.edu/content/financial-wellness/home.html>. The page features a navigation menu on the left with links to Home, Student Timeline, Financial Aid, Budgeting, Academics and Money, Student Jobs and Internships, Banking Basics, Graduate School, Resources for Parents, Emergency Resources, and Campus Resources. The main content area is titled "FALL 2019 PRIORITY ACTIVITIES" and includes the following sections:

- MAKE SURE YOU ARE UP-TO-DATE ON FINANCIAL ACTIVITIES TO ENSURE A SMOOTH TRANSITION TO THE START OF THE ACADEMIC YEAR.**
 - > If you completed a FAFSA application and have received an award offer letter, review your letter and accept your awards
 - > If you have been selected for the FAFSA Verification Process, submit all requested documents to complete your financial aid file before the payment deadline
 - > Complete the Direct Loan Entrance Counseling (if you plan to utilize federal loans and you have not participated in the Direct Loan Program before) at <https://studentloans.gov>
 - > If you are a new participant in the Federal Direct Loan program, you must complete a Master Promissory Note (MPN); you may now complete the MPN using the Radford University School Code which is: 00373200 at <https://studentloans.gov>
- PARENT PLUS LOANS - INSTRUCTIONS FOR PARENT LOAN FOR DEPENDENT STUDENT**
 - > Go to <https://studentloans.gov>
 - > Logon using the Parent's FSA ID and password
 - > Complete the Parent PLUS loan application online.
 - > If approved, complete the Parent PLUS MPN online.

**Please note, if you are denied a Parent PLUS loan, your dependent child may be eligible for additional Unsubsidized Direct Loans.*
- GRADUATE PLUS LOANS - INSTRUCTIONS FOR GRADUATE STUDENT PLUS LOAN**
 - > Go to <https://studentloans.gov>
 - > Logon using the students FSA ID and password
 - > Complete the Graduate PLUS loan application online.
 - > If approved, complete the Graduate PLUS MPN online.

The footer contains navigation links for PROSPECTIVE STUDENTS, CURRENT STUDENTS, PARENTS, FACULTY/STAFF RESOURCES, COMMUNITY, and ALUMNI & FRIENDS, along with an "APPLY NOW »" button.

Avoiding Excessive Debt

- 15 to Finish
- Assist students with course schedule planning
- Educate students on college costs
- Invest in financial literacy
- Prepare students for the workforce
- Encourage summer enrollment
- Advocate for financial support

Source <https://studentloanhero.com/student-loan-debt-statistics/>

Discussion

**Radford University Board of Visitors
Resolution**

Amendment to the Bylaws

Now Therefore Be it Resolved, the Board of Visitors hereby amends Section 6. A. of the Radford University Board of Visitor Bylaws as it relates to the membership of the Executive Committee, to include: the immediate past Rector serves as an ex-officio member.

Adopted: July 15, 2019



Robert A. Archer
Rector
Radford University Board of Visitors



Karen Castele
Secretary to the Board of Visitors
Radford University

Strategic Plan Update

Progress Update Indicators



Progress is on track.



Progress has begun, but may be delayed.



No progress has been reported.



To date, there is no progress to report.
Progress may be available at a later time.



This goal and strategy of the strategic plan has been successfully completed.

General Presentation Outline

- Progress Report Summary
- Initiative Spotlights
- Next Steps and Open Discussion

Progress Report Summary

Status Report Summary

- 69 goals and objectives
 - *2 successfully completed*
 - *63 progress on track*
 - *2 progress begun but may be delayed*
 - *2 no progress reported*

Academic Excellence and Research

17 goals and objectives with
all 17 marked
“progress on track”

ACADEMIC
EXCELLENCE AND
RESEARCH

BRAND IDENTITY

ECONOMIC
DEVELOPMENT
AND COMMUNITY
PARTNERSHIPS

PHILANTHROPIC
GIVING AND
ALUMNI
ENGAGEMENT

STRATEGIC
ENROLLMENT
GROWTH

STUDENT
SUCCESS

Brand Identity

6 goals and objectives with
all 6 marked
“progress on track”

ACADEMIC
EXCELLENCE AND
RESEARCH

BRAND IDENTITY

ECONOMIC
DEVELOPMENT
AND COMMUNITY
PARTNERSHIPS

PHILANTHROPIC
GIVING AND
ALUMNI
ENGAGEMENT

STRATEGIC
ENROLLMENT
GROWTH

STUDENT
SUCCESS

Economic Development and Community Partnerships

- 4 goals and objectives
 - *3 progress on track*
 - *1 no progress reported*

ACADEMIC
EXCELLENCE AND
RESEARCH

BRAND IDENTITY

ECONOMIC
DEVELOPMENT
AND COMMUNITY
PARTNERSHIPS

PHILANTHROPIC
GIVING AND
ALUMNI
ENGAGEMENT

STRATEGIC
ENROLLMENT
GROWTH

STUDENT
SUCCESS

Philanthropic Giving and Alumni Engagement

- 10 goals and objectives
 - *1 successfully completed*
 - *9 progress on track*

ACADEMIC
EXCELLENCE AND
RESEARCH

BRAND IDENTITY

ECONOMIC
DEVELOPMENT
AND COMMUNITY
PARTNERSHIPS

PHILANTHROPIC
GIVING AND
ALUMNI
ENGAGEMENT

STRATEGIC
ENROLLMENT
GROWTH

STUDENT
SUCCESS

Strategic Enrollment Growth

- 18 goals and objectives
 - *16 progress on track*
 - *2 progress begun but may be delayed*



Student Success

- 14 goals and objectives
 - *1 successfully completed*
 - *12 progress on track*
 - *1 no progress reported*

ACADEMIC
EXCELLENCE AND
RESEARCH

BRAND IDENTITY

ECONOMIC
DEVELOPMENT
AND COMMUNITY
PARTNERSHIPS

PHILANTHROPIC
GIVING AND
ALUMNI
ENGAGEMENT

STRATEGIC
ENROLLMENT
GROWTH

STUDENT
SUCCESS

Initiative Spotlight

Initiative Spotlight 1

- **Student Celebrations**

- **Halfway There**

- A tradition that celebrates sophomore students as they approach the halfway mark to Commencement

- **Junior Twilight**

- An evening garden party and dessert reception with a DJ, situated around the Heth Hall clocks

- **Senior Signing Day**

- An event to highlight the accomplishments and future endeavors of senior Highlanders with students “signing off” on their next journey

Initiative Spotlight 2

RADFORD
UNIVERSITY

Honors College

Recognition

Rigor

Community

Initiative Spotlight 3

RADFORD UNIVERSITY

Undergraduate Research and Scholarship

Broadly defines research as anything that makes an original intellectual or creative contribution to a discipline and believes that students of all majors, class standing, and GPA are capable of creating meaningful new knowledge with proper guidance

Initiative Spotlight 4

RADFORD UNIVERSITY

Sustainability

Provide an educational environment and the tools to address the social, economic, and environmental issues confronting our region, nation, and the world

Initiative Spotlight 5

RADFORD UNIVERSITY

Harvey Knowledge Center

Supports students in achieving academic success by using a learner-centered approach for free academic consulting and seminars to support students' skills and confidence in navigating the opportunities and challenges of their coursework

Next Steps and Open Discussion

Next Steps and Open Discussion

- Next Steps
 - *Posting on Website*
 - *Distribution to Campus*
- Open Discussion

Strategic Plan Update

A New Retention Model: Case Management

RADFORD
UNIVERSITY

Student Success and Retention

- Task Force for Academic Advising, New Student and Family Programs, and Student Success and Retention
- Review partnership with Ruffalo Noel Levitz
- Current retention data

Student Success and Retention

Task Force for Academic Advising, New Student and Family Programs, and Student Success and Retention

- Researching best practice from schools with high retention rates
- Robust discussions on what can work at Radford; developing consensus
- Final recommendations submitted by October

Student Success and Retention



- Develop a first-year experience/advising model
- Use tools to more effectively intervene with students who could use more assistance
- Increase our overall fall-to-fall freshman and sophomore persistence

Student Success and Retention

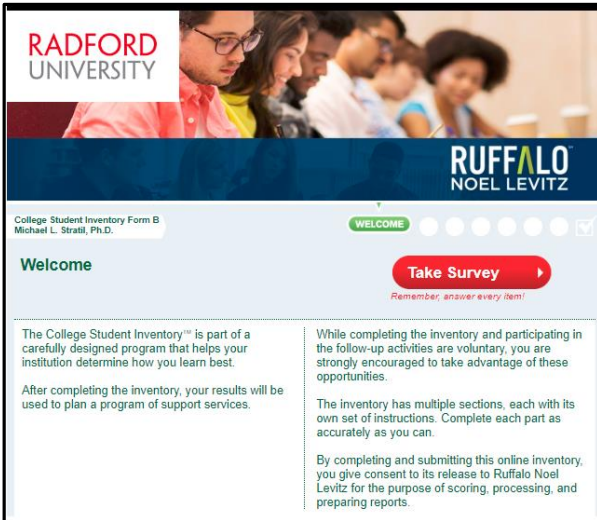
- Keynote speaker for Radford University inaugural Retention Summit in January 2019
- Five planned visits to Radford before December 2019
- Meeting with key campus leadership and stakeholders



Tim Culver, Ph.D.

Student Success and Retention

College Student Inventory



RADFORD UNIVERSITY

RUFFALO NOEL LEVITZ

College Student Inventory Form B
Michael L. Strasil, Ph.D.

WELCOME

Welcome

[Take Survey](#)

Remember, answer every item!

The College Student Inventory™ is part of a carefully designed program that helps your institution determine how you learn best.

After completing the inventory, your results will be used to plan a program of support services.

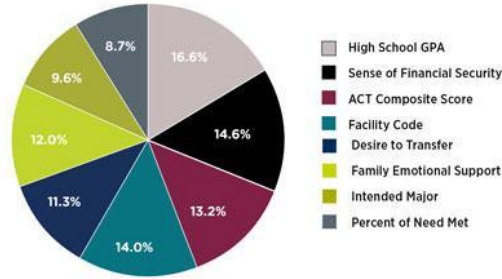
While completing the inventory and participating in the follow-up activities are voluntary, you are strongly encouraged to take advantage of these opportunities.

The inventory has multiple sections, each with its own set of instructions. Complete each part as accurately as you can.

By completing and submitting this online inventory, you give consent to its release to Ruffalo Noel Levitz for the purpose of scoring, processing, and preparing reports.

Sample Student Retention Predictor Model

Relative Strength of Model Variables

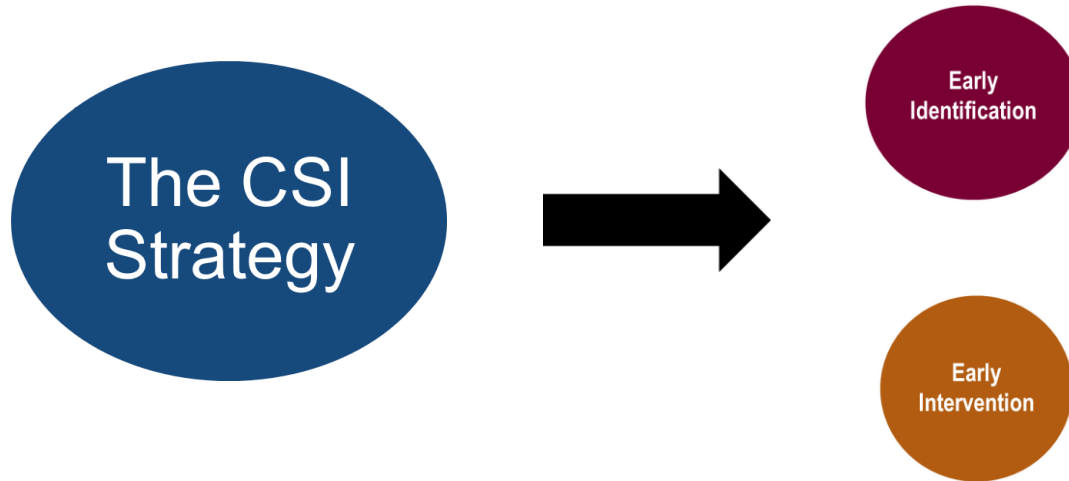


Student Retention Predictor Model

Case Management



Student Success and Retention: CSI



Student Success and Retention: CSI

16 scales divided into categories

Academic Motivation

- Study Habits
- Reading Interests
- Verbal and Writing Confidence
- Math and Science Confidence
- Commitment to College
- Interactions with Previous Educators

General Coping

- Social Engagement
- Family Support
- Capacity for Tolerance
- Career Plans
- Financial Security

Receptivity to Support Services

- Academic Assistance
- Personal Counseling
- Social Engagement
- Career Guidance
- Financial Guidance

Background information

- Parents' education
- Work hours/ week
- Self-reported high school GPA
- When student decided to enroll
- Highest degree student is seeking

Data is self-reported based on student responses.

Student Success and Retention: CSI

College Student Inventory™

Sample University

Advisor/Counselor Report

Instructions

This is a report of Shana's College Student Inventory results. Please give her a thorough explanation of her Student Report. If you agree with the recommendations, gently encourage her to follow them. When possible, try to make the arrangements yourself as a way of reducing motivational barriers. Avoid attempting any psychological counseling if not professionally trained for such work. Above all, be sure to protect the confidentiality of this report. Please see the CSI Advisor's Guide™ for more details.

Shana Doe, ID#12345678
 Student Status: Not Applicable
 Gender: Female, Age: 18
 as of Month DD, YYYY

Motivational Assessment				Student Background Information
Academic Motivation	Perc. Rank	Very Low	Very High	High School Academics
Study Habits	43			Senior Year GPA: B+ Average
Reading Interests	85			Family Background
Verbal and Writing Confidence	74			Racial/Ethnic Origin: White/Caucasian
Math and Science Confidence	68			Mother's/Guardian's Education: Some High School
Commitment to College	52			Father's/Guardian's Education: High School Diploma
Interactions with Previous Teachers	84			College Experience
General Coping				Decision to Enroll: Many Months Before
Social Engagement	73			Degree Sought: Master's
Family Support	25			Plans to Work: 1-10 Hours per Week
Capacity for Tolerance	97			Grouping Fields*
Career Plans	86			Major
Financial Security	9			
Receptivity to Support Services				
Academic Assistance	85			
Personal Counseling	85			
Social Engagement	95			
Career Guidance	51			
Financial Guidance	96			

Sample Advisor Report

Student Success and Retention: CSI

Preliminary Observations from CSIs completed so far:

- Highest scores are in Social Engagement, Receptivity to Social Engagement, and Capacity for Tolerance.
- Lowest scores are in Study Habits, Reading Interests, and Math and Science Confidence.
- 65% of students said they plan to work 1-10 or 11-20 hours/week.

Student Success and Retention: CSI

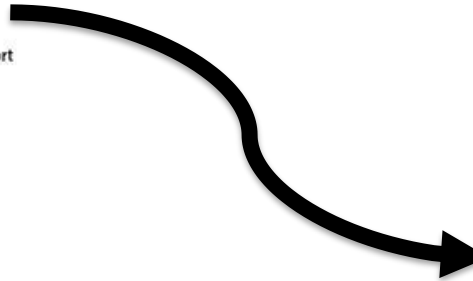
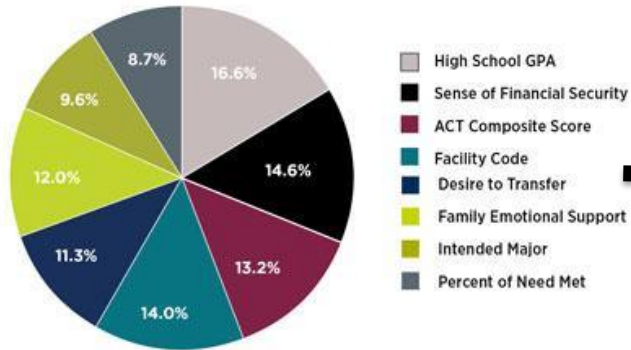
Potential Interventions

- Mentoring Opportunities
- RA or RD Welcome Meetings/Interviews
- Targeted marketing of the Harvey Knowledge Center, Writing Center, Success Coaches, Center for Talent and Development and other support services
- Targeted communication about on-campus employment opportunities
- Academic advisors, UNIV 100 Instructors, CAS, and other support staff knowing how to interpret reports and have conversations about them

Student Success and Retention: SRP

Sample Student Retention Predictor Model

Relative Strength of Model Variables



Student Success and Retention: SRP

ingredients

Pell Eligibility

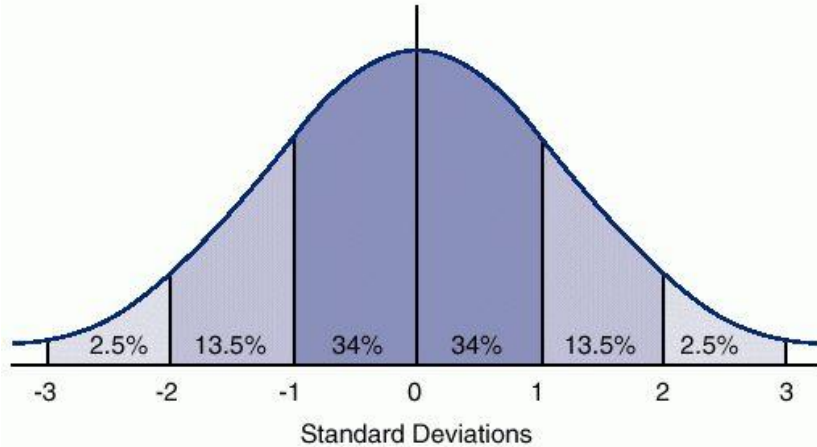
Academic Major

Deposit Date

High School GPA

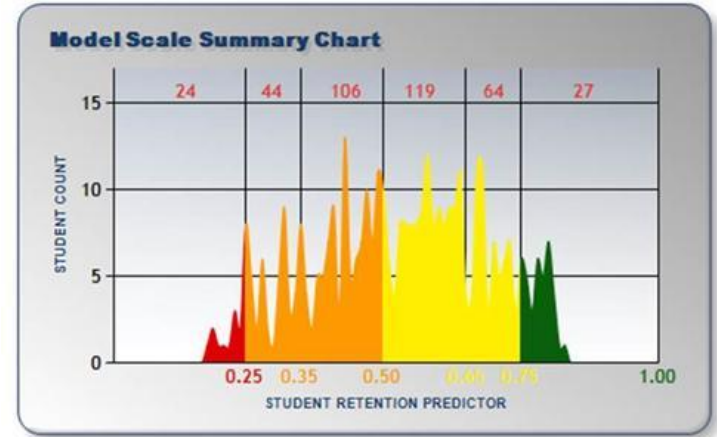
Housing Application Date

Student Success and Retention: SRP



Tail A

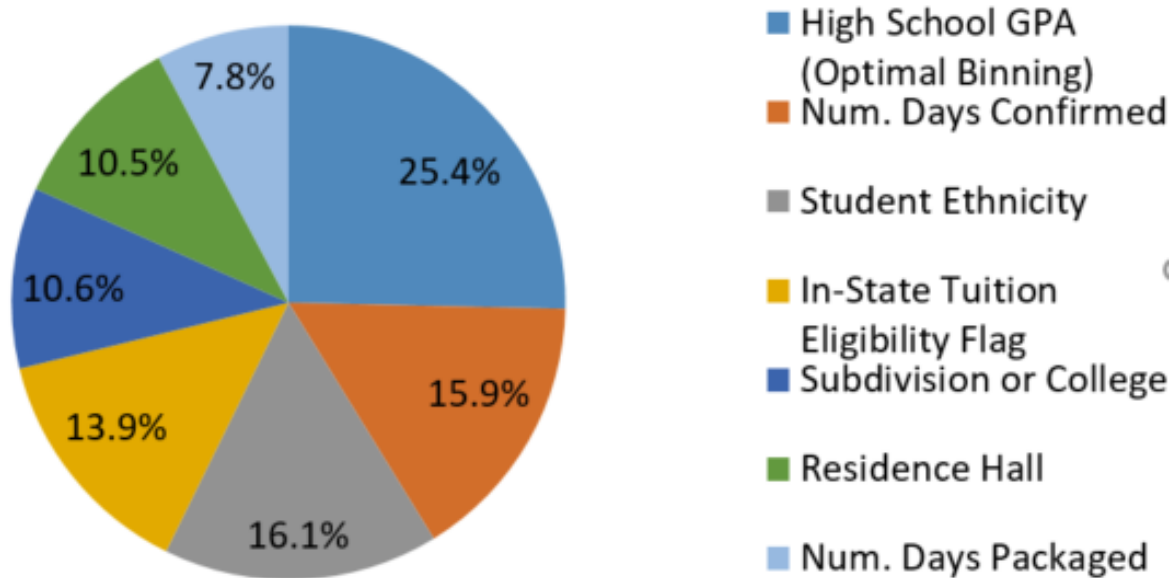
Tail C



The SRP model distributes students into percentiles of likelihood to persist.

Student Success and Retention: SRP

Relative Strength of Model Variables

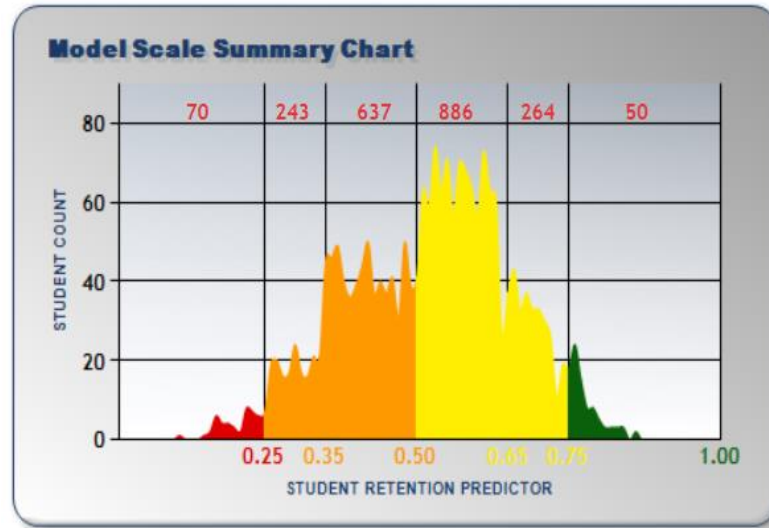


Student Success and Retention: SRP

Student risk factors are used to create prediction for retention.

(SRP not calculated from CSI responses)

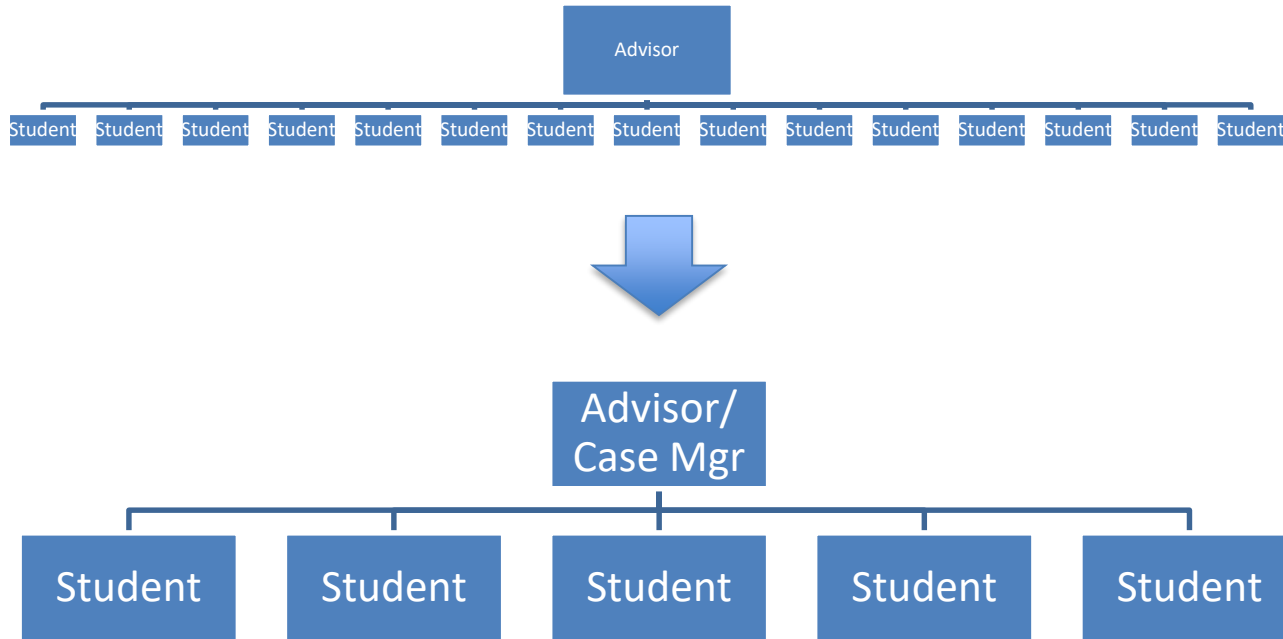
SRP score: 0 to 1



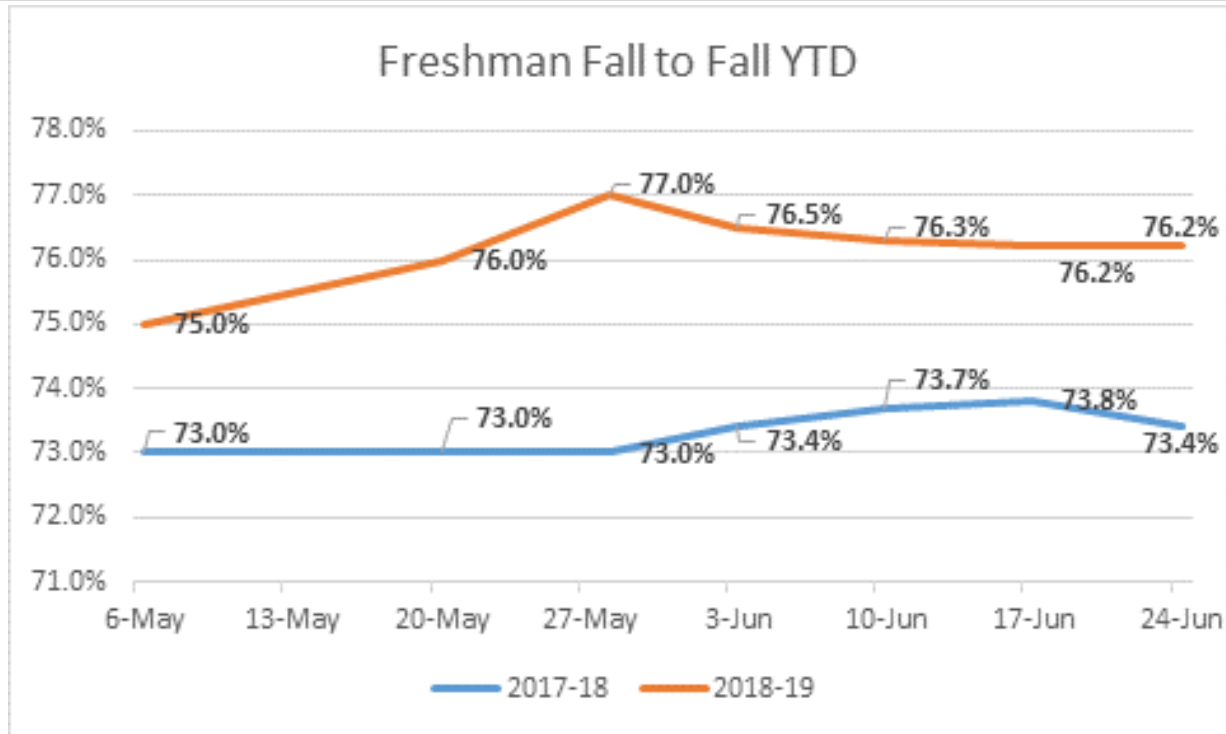
Student Success and Retention: Re-Enrollment



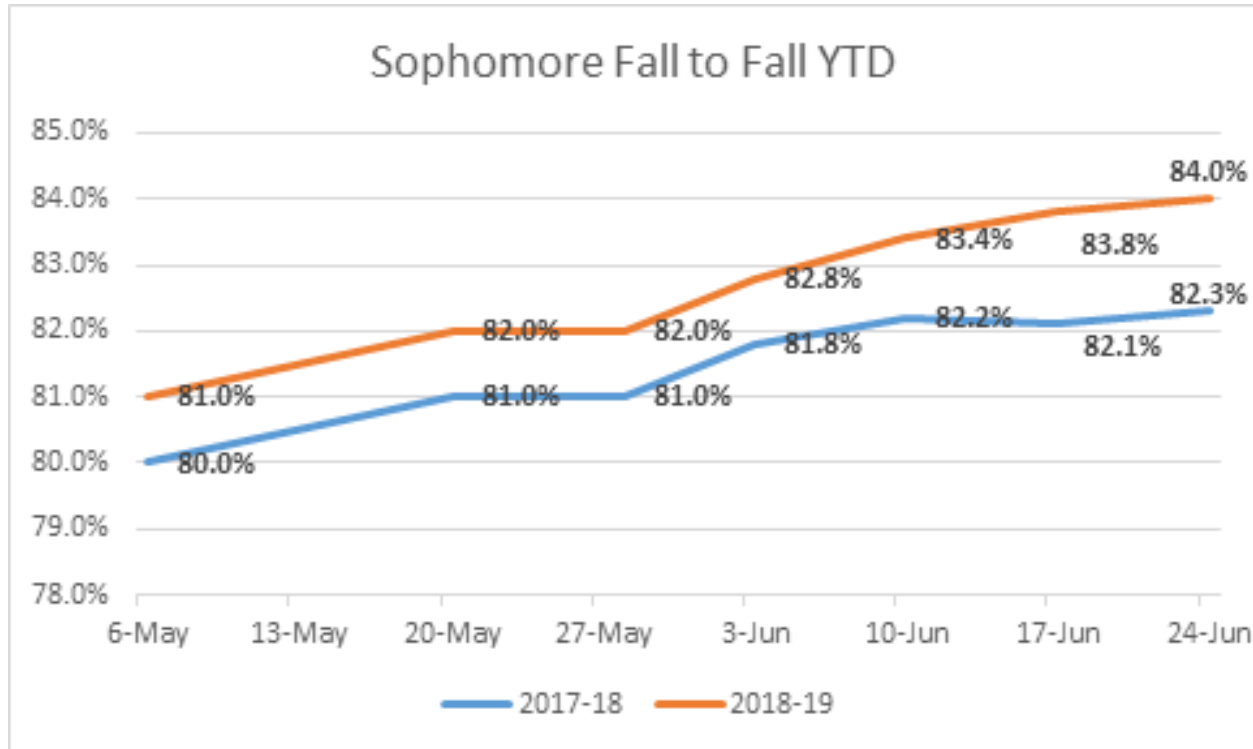
Student Success and Retention: Case Management



Student Success and Retention



Student Success and Retention



Student Success and Retention (As of June 10, 2019)

Impact of new suspension policy for fall 2018 freshman cohort

Outcome	Total	Still SQ Risk	Reg Fall 19	Reg Fall 19 (SQ Risk)
Fall 2018 New Freshmen Below 1.0	122	93	30	12
Did not return after fall	43	43	0	0
Returned Spring 2019	79	50	30	12
• Withdrew during spring 2019	11	11	0	0
• GPA still below 1.0	31	31	7	7
• GPA raised to 1.0-1.49	21	8	15	5
• GPA raised to 1.5-1.99	13	0	8	0
• GPA 2.0 or higher	3	0	0	0

Continued Efforts

- Campaigns to encourage course registration
- Pop-up registration events
- Working closely with IR to find trends in enrollment/retention
- Pick 4
- Signature Programs (by class)
 - First-Generation Luncheon
 - Halfway There Celebration
 - Junior Twilight
 - Senior Signing Day

New and Continued Retention Efforts 2019-20

- You Matter Campaign
 - Culture
- Highlander Chats
 - Opportunities to expand
- Student Employment
 - Structured learning check-ins
- Continued Focus on Commuter Students
- Sophomore Experience Emphasis

Discussion

SACSCOC Required Annual Board Self-Evaluation

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The Principles of Accreditation

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



The Principles of Accreditation

- Handout Overview
 - Notes and Rationale
 - Questions to Consider
 - Sample Documentation
- Survey Feedback
- Open Discussion



SACSCOC Required Annual Board Self-Evaluation

RADFORD
UNIVERSITY

RESOURCE MANUAL

for The Principles of Accreditation:
Foundations for Quality Enhancement



Southern Association of Colleges and Schools
Commission on Colleges

Third Edition: 2018, First Printing

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

Rationale and Notes

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

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

NOTE

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

Questions to Consider

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

Sample Documentation

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

Reference to SACSCOC Documents, If Applicable

None noted.

STANDING COMMITTEES 2019-2020

Executive Committee

Mr. Robert A. Archer, Chair
Mr. James R. Kibler, Jr, Vice Chair
Dr. Jay A. Brown, (GAAC)
Mr. Gregory A. Burton, (BAAC)
Ms. Krisha Chachra, (UAUREMC)
Dr. Susan Whealler Johnston, (AERC)
Mr. Mark S. Lawrence, (Ex officio)
Dr. Debra K. McMahon, (SSC)
Dr. Brian O. Hemphill, President

Academic Excellence and Research Committee*

Dr. Susan Whealler Johnston, Chair
Dr. Thomas Brewster, Vice Chair
Ms. Krisha Chachra
Dr. Rachel D. Fowlkes
Ms. Georgia Anne Snyder-Falkinham
Dr. Jake Fox (Non-Voting Faculty Advisory Member)

Business Affairs and Audit Committee*

Mr. Gregory A. Burton, Chair
Mr. Mark S. Lawrence, Vice Chair
Dr. Jay A. Brown
Dr. Susan Whealler Johnston
Dr. Debra K. McMahon
Ms. Nancy Angland Rice

Governance, Administration and Athletics Committee*

Dr. Jay A. Brown, Chair
Dr. Rachel D. Fowlkes, Vice Chair
Dr. Thomas Brewster
Mr. Gregory A. Burton
Mr. David A. Smith
Ms. Lisa Throckmorton

Student Success Committee*

Dr. Debra K. McMahon, Chair
Ms. Karyn K. Moran, Vice Chair
Dr. Susan Whealler Johnston
Mr. Mark S. Lawrence
Mr. David A. Smith
Mr. Breon Case (Non-Voting Student Advisory Member)

University Advancement, University Relations and Enrollment Management Committee*

Ms. Krisha Chachra, Chair
Ms. Lisa Throckmorton, Vice Chair
Ms. Karyn K. Moran
Ms. Nancy Angland Rice
Ms. Georgia Anne Snyder-Falkinham

BOV liaison to the Radford University Foundation: Ms. Georgia Anne Snyder-Falkinham

***The Rector and Vice Rector serve as ex officio members of all standing committees.**

****The immediate past Rector serves as an ex official member.**

End of Board of Visitors Materials

