RADFORD UNIVERSITY BOARD OF VISITORS
JOINT MEETING OF THE
BUSINESS AFFAIRS & AUDIT COMMITTEE
AND
ACADEMIC AFFAIRS COMMITTEE
BOARD ROOM – MARTIN HALL
8:00 A.M.
AUGUST 27, 2014
RADFORD, VIRGINIA

APPROVED

MINUTES

BUSINESS AFFAIRS & AUDIT COMMITTEE MEMBERS PRESENT

Mr. Matthew B. Crisp, Chair
Dr. Andrew B. Fogarty, Vice Chair
Mr. Anthony R. Bedell
Ms. Georgia Anne Snyder-Falkinham
Mr. Michael A. Wray

COMMITTEE MEMBERS ABSENT

Ms. Callie M. Dalton

ACADEMIC AFFAIRS COMMITTEE MEMBERS PRESENT

Mr. Randolph "Randy" J. Marcus, Chair
Ms. Mary W. Campbell
Mr. Matthew B. Crisp
Dr. Jerry M. Kopf, non-voting faculty advisory representative
Mr. Michael A. Wray, Rector

COMMITTEE MEMBERS ABSENT

Ms. Ruby W. Rogers, Vice Chair
Dr. Kevin R. Dye
Dr. Javaid Siddiqi

OTHERS PRESENT

President Penelope W. Kyle

Mr. Richard Alvarez, Vice President for Finance & Administration and Chief Financial Officer
Mr. Joe Carpenter, Vice President for University Relations and Chief Communications Officer
Dr. Sam Minner, Provost and Vice President for Academic Affairs
Dr. Mark Shanley, Vice President for Student Affairs

Ms. Melissa Wohlstein, Vice President for Advancement (effective September 16, 2014)

Ms. Margaret McManus, University Auditor
Ms. Lisa H. Ridpath, Associate Vice President for Finance & Administration
Other Radford University Faculty and Staff

Mr. Mike F. Melis, Assistant Attorney General, Commonwealth of Virginia

Dr. James Burke, Performance Management Group
Ms. Linda Pierce, Performance Management Group

Ms. Michele N. Schumacher, Secretary to the Board of Visitors

CALL TO ORDER

Mr. Matthew B. Crisp, Chair, called the meeting to order at 8:12 a.m. in the Board Room in Martin Hall on the campus of Radford University.

APPROVAL OF AGENDA

Mr. Crisp asked for a motion to approve the August 27, 2014, meeting agenda as published. Ms. Georgia Anne Snyder-Falkinham so moved, Mr. Randy J. Marcus seconded and the motion carried unanimously.

REPORTS

Budget

Mr. Richard Alvarez, Vice President for Finance and Administration and Chief Financial Officer, provided a verbal report on the status of the budget for the Commonwealth of Virginia noting that Governor McAuliffe announced that the Commonwealth projects a shortfall of nearly $2.4 billion over the next biennium, and that state agencies, with the exception of higher education, would be required to implement a 5% budget reduction this year and a 7% reduction the following year. Mr. Alvarez stated the budget reductions for higher education were anticipated to be targeted cuts. Mr. Alvarez then noted that the University is reviewing various strategies that the University could employ to mitigate the effect of the anticipated reductions that would be required of institutions of higher education.

Mr. Alvarez noted that, in addition to the anticipated State mandated budget reductions, the University is also examining the potential impact of the 2014-2015 student enrollment results. He emphasized that while freshmen enrollment for 2014-2015 was on target, the University is anticipating a decline in student enrollments in some other key categories, which affect tuition received.

Mr. Alvarez concluded that the University will continue to monitor the situation.

A discussion was then held concerning student enrollment and retention issues, as well as state funding issues that are faced not only by Radford University but all public institutions of higher education in the Commonwealth of Virginia.

Academic Affairs – Pathways to Excellence and High Impact Programs
Mr. Crisp referred the Committee members to the "white paper" in their BoardBooks and noted that the material provided an in-depth review of the strategies to develop, employ and implement existing and emerging opportunities in the Academic Affairs Division as well as addressing the challenges that are posed. He stated that the "white paper" also provided a summary of the 2013-2014 budgeting and programmatic prioritization process, the status of the implementation for the three pathways of excellence approved in 2014, the strategy for resource realignment programs and proposed funding, high impact programs and a new model in career services, as well as, a plan for future Pathways to Excellence.

The Committees then discussed and reviewed the timing of the implementation of the three Pathways to Excellence approved in 2014, including the synergy between chemistry and criminal justice, specifically in forensic chemistry. Also discussed was the possibility of targeted recruitment of students into the three programs under the Pathways to Excellence, and whether or not the University currently uses targeted marketing/recruitment overall and whether or not the University needs to do more.

Dr. Minner then presented a power point presentation which included the strategic principles that the Academic Affairs Divisions must review in connection with Radford University programs, both academic and non-academic, that will permit Radford University to have a competitive advantage, and that will assist in retention and learning outcomes in the future. The strategies include a focus on increased cost efficiencies, health disciplines and other professional programs, an increase in online offerings, an increase in degree productivity, competency based learning, and an increase in cost efficiency. To aid in this process Dr. Minner indicated that he envisioned creating a "Blue Sky Commission" in the fall of 2014. After discussion, Dr. Minner was requested to provide the Committees with an update on the progress of the "Blue Sky Commission" at the September 2014 Board meeting, and to provide a written report to the Board at its November 2014 meeting.

Dr. Minner then reviewed the high impact practices at Radford University noting that the University has created a new office of High Impact Practices led by Dr. Jeanne Mekolichick-Jakoubek, Interim Assistant Vice Provost, that includes the Office of Undergraduate Research, Scholar-Citizen Initiative, the International Education Center, and the Honors Academy. He reiterated the importance of these programs is retention and improved learning outcomes, which address the needs of our current student demographics, and touches all colleges at the University.

Dr. Minner also informed the Committees that a task force was created in 2013-2014 school year to examine the current structure, organization, and performance of the University's Career Services Center. He further explained that the work of the Task Force resulted in an Assessment Plan for 2014-2015 to improve performance and achieve the organizational objectives of the University

"that every student will graduate with the knowledge, skills, dispositions, leading to a successful career and a life of purpose and meaning". Dr. Minner asked Dr. Matthew Dunleavy, Interim Director of Academic Affairs, to review the results of the study performed by that Task Force. Dr. Dunleavy referred the Committees to the "white paper" as well as the power point presentation, and reviewed the results of the National Association of Colleges and Employers 2013-2014 Career Services Benchmarks Survey for Colleges and Universities with the data that the University had collected in the same areas. He also reviewed Key Performance Indicators DashBoard recently implemented by Radford University in July 2014, which will allow the University to measure the Career Center's efficiency and progress toward outcomes.

Discussions were also held concerning the need for Career Services to not only assist students in finding a job upon graduation, but also to assist students in finding internships during their college career that will or may lead to jobs upon graduation. The Committees also discussed with Dr. Minner the need to adopt a new leadership and organizational structure for Career Services as set forth in the "white paper".

CLOSED SESSION

Mr. Crisp called for the Joint Committees to go into Closed Session and asked Mr. Anthony R. Bedell, to make the motion. Mr. Bedell moved, pursuant to Section 2.2-3711(A)(1) of the Freedom of Information Act, that the Business Affairs & Audit Committee and the Academic Affairs Committee of the Radford University Board of Visitors go into "Closed Session" for the discussion of personnel matters, more specifically relating to the performance evaluation or compensation of certain Radford University employees and the evaluation of performance of certain departments or schools of the University which will require performance evaluations of specific individuals in those departments. Mr. Andrew Fogarty seconded the motion and the motion was unanimously adopted.

Mr. Crisp asked President Kyle, Dr. Sam Minner, Mr. Ronald Forehand, Senior Assistant Attorney General, Commonwealth of Virginia, Mr. Mike F. Melis, Assistant Attorney General, Commonwealth of Virginia, Dr. James Burke, Performance Management Group, and Ms. Linda Pierce, Performance Management Group to attend the Closed Session. The staff and guests left the meeting at this point.

RECONVENED SESSION

Following the Closed Session, the public was invited to return to the meeting. Mr. Crisp, Chair, called the meeting to order. Mr. Crisp asked Mr. Bedell to make the motion to return to Open Session, and Mr. Randolph "Randy" J. Marcus seconded the motion.

Certification of Executive Meeting

WHEREAS, the Business Affairs & Audit Committee and the Academic Affairs Committee of the Radford University Board of Visitors have convened a closed session on this date pursuant to an affirmative recorded vote and in accordance with the provisions of The Virginia Freedom of Information Act; and

WHEREAS, Section 2.2-3712 of the Code of Virginia requires a certification by this Board that such closed meeting was conducted in conformity with Virginia law;

NOW, THEREFORE, BE IT RESOLVED that the Business Affairs & Audit Committee and the Academic Affairs Committee Radford University Board of Visitors hereby certify that, to the best of each member's knowledge, (1) only public business matters lawfully exempted from open meeting requirements under Virginia law and (2) only such public business matters as were identified in the motion by which the closed meeting was convened were heard, discussed or considered in the meeting by the Business Affairs & Audit Committee and the Academic Affairs Committee Radford University Board of Visitors.

A roll call vote was taken:

Vote:	yes	Mr. Michael A. Wray
	yes	Mr. Anthony R. Bedell
	yes	Ms. Mary W. Campbell
	yes	Mr. Matthew B. Crisp
	yes	Dr. Andrew Fogarty
	yes	Mr. Randolph J. Marcus
	yes	Ms. Georgia Anne Snyder-Falkinham

Following discussions in Closed Session, Dr. Fogarty made a motion that in preparation for the September 2014 Board meeting the Provost be requested to prepare a several page briefing paper on the fundamental framework that was discussed to move forward with Radford's Career Services and that it be distributed to all members of the Board for their consideration at the September meeting. Mr. Marcus seconded and the motion was unanimously adopted.

REPORTS CONTINUED

Dr. Minner continued his presentation and noted that the Academic Affairs Division in working with the Deans identified three new Pathways to Excellence, Preparing Teachers in Critical Shortage Areas, CSAT (College of Science and Technology) Science Education, CSAT Computer Science Cybersecurity. Dr. Minner stated that at this time, given the reallocations that are going to be necessary for the first three programs identified and the potential reallocations for the other initiatives, he is recommending no action be taken on these three new Pathways to Excellence. Mr. Alvarez indicated that although no action will be taken at this time, that does not preclude the three new Pathways to Excellence from being added to the Six-Year Plan. Mr. Crisp indicated that he

understands the need to table these future Pathways to Excellence at this time, but asked that this be revisited at the February meeting.

Dr. Minner then briefly reviewed the process that should be used to identify future Pathways to Excellence as set forth in the "white paper". He indicated that it is anticipated that going forward the reviews will include not only the Deans but would seek input from the faculty so that they assist in determining what excellence looks like in their particular discipline.

A copy of the "white paper" is attached hereto as ***Attachment A*** and is made a part hereof.
A copy of Dr. Minner's power point presentation is attached hereto as ***Attachment B*** and is made a part hereof.

OTHER BUSINESS

A discussion was held concerning the engagement of Marts & Lundy, advancement consultants, and it was noted that the contract with the firm had concluded following the Board Retreat in July 2014.

ADJOURNMENT

With no further business to come before the Committees, Mr. Crisp, Chair, adjourned the meeting at 11:35 a.m.

Respectfully submitted,

Michele N. Schumacher
Secretary to the Board of Visitors