

RADFORD UNIVERSITY

**RADFORD UNIVERSITY
BOARD OF VISITORS
BUSINESS AFFAIRS & AUDIT COMMITTEE MEETING
BOARD ROOM - MARTIN HALL
RADFORD, VIRGINIA
1:45 P.M.
MAY 4, 2017**

APPROVED

MINUTES

COMMITTEE MEMBERS PRESENT

Ms. Mary Ann Hovis, Chair
Ms. Krisha Chachra, Vice Chair
Mr. Mark S. Lawrence
Dr. Debra K. McMahan
Mr. Robert A. Archer
Dr. Jay A. Brown

COMMITTEE MEMBERS ABSENT

None

BOARD MEMBERS PRESENT

Mr. Christopher J. Wade, Rector
Dr. Javaid Siddiqi, Vice Rector
Dr. Susan Whealler Johnston
Mr. Randolph "Randy" J. Marcus
Ms. Callie M. Dalton
Dr. Rachel D. Fowlkes
Ms. Alethea "A. J." Robinson
Ms. Georgia Anne Snyder-Falkinham
Mr. Kevon Dupree, Student Representative (non-voting advisory member)

OTHERS PRESENT

President Brian O. Hemphill, Ph.D.
Mr. Richard S. Alvarez, Vice President for Finance and Administration and Chief Financial Officer
Ms. Ashley Schumaker, Chief of Staff
Ms. Mary Weeks, Secretary to the Board and Senior Assistant to the President
Mr. Allen Wilson, Senior Assistant Attorney General, Office of the Attorney General
Dr. Joe Scartelli, Interim Provost and Vice President for Academic Affairs
Mr. Danny M. Kemp, Vice President for Information Technology and Chief Information Officer

Mr. Joe Carpenter, Vice President for University Relations and Chief Communications Officer
Ms. Katherine “Kitty” McCarthy, Vice President for Enrollment Management
Ms. Margaret McManus, University Auditor
Mr. Chad Reed, Associate Vice President for Budget & Financial Planning
Ms. Stephanie Jennelle, Associate Vice President for Finance & University Controller
Dr. Erik Lovik, Director of Institutional Research, Reporting & Assessment
Mr. Damien Allen, Associate Director of Institutional Research, Reporting & Assessment
Mr. Jorge Coartney, Executive Director of Facilities Management
Mr. Mike Biscotte, Director of Capital Planning & Construction
Mr. John Brooks, Assistant Vice President for Human Resources
Mr. James Perkins, Director of University Services
Mr. David Underwood, Interim Chief of Police
Mr. Grady DeVilbiss, Director of Emergency Preparedness
Ms. Pamela Fitchett, Administrative Assistant
Faculty and Staff

CALL TO ORDER

Ms. Mary Ann Hovis, Chair, formally called the meeting to order at 1:37 p.m. in the Board Room in Martin Hall, Radford University, Radford, Virginia.

APPROVAL OF AGENDA

Ms. Hovis asked for a motion to approve the May 4, 2017 meeting agenda, as published. Mr. Mark Lawrence so moved, and Mr. Robert Archer seconded the motion and the motion carried unanimously.

APPROVAL OF MINUTES

Ms. Hovis asked for a motion to approve the minutes of the February 16, 2017 meeting of the Business Affairs & Audit Committee, as published. Ms. Krishna Chachra so moved, and Mr. Mark Lawrence seconded the motion and the motion carried unanimously. Minutes are available at <https://www.radford.edu/content/bov/home/meetings/minutes.html>

REPORTS AND RECOMMENDATIONS

Capital Projects Update

Mr. Richard S. Alvarez, Vice President for Finance and Administration and Chief Financial Officer, provided an update on capital projects currently in progress. He reported that Reed-Curie Hall will begin renovation Summer 2017 and is expected to be complete by January 2019. The report is hereto attached (*Attachment A*) and is made a part hereof. Ms. Hovis thanked Mr. Alvarez for the update.

Report from the University Auditor

Ms. Margaret McManus, University Auditor, presented an oral report on review of the University Discretionary Fund for the quarter ending March 31, 2017. One hundred percent of expenditures were reviewed, and all were found in compliance with the Board of Visitors’ guidelines. Ms. McManus also presented a Follow-up Audit Status Report, which is attached hereto (*Attachment B*) and is made a part hereof. Ms. McManus made note that the Auditor of Public Accounts will report audit results at the September 2017 Board meeting. Ms. Hovis thanked Ms. McManus for the update.

ACTION ITEM

Resolution to Approve Tuition and Fees for 2017-2018

Mr. Alvarez discussed the financial outlook for the upcoming fiscal year and presented the Committee with the proposed 2017-2018 tuition and fee recommendations and is hereto attached (*Attachment C*) and made a part hereof. The proposed tuition and fee recommendations take into account current economic factors including legislative mandates, non-discretionary cost increases, and enrollment-related factors. He further stated that the rates will support an operating budget that is a conservative, sufficient and prudent funding approach for the University in 2017-2018. Mr. Alvarez also made note that each Vice President has reviewed and adjusted their respective budget to accommodate reductions in spending for 2017-2018. Questions included concern if the proposed budget can accommodate any increased utility rates and fund any new initiatives. Mr. Alvarez feels confident that any changes in utilities can be absorbed. New initiatives should be accommodated through increased enrollment. There was substantive discussion on the proposed tuition rates including a comparison of recent increased rates of other state institutions. In sum, the proposed academic year tuition, fees, and room and board charges are to increase \$667 (or 3.48 percent) for full-time in-state undergraduates living on campus and \$668 (or 2.14 percent) for full-time out-of-state undergraduates.

Ms. Hovis asked for a motion to approve the Resolution for tuition and fees for the 2017-2018 academic year as reflected in the Summary of Proposed 2017-18 Tuition and Fees beginning with the Fall 2017 semester and thereafter until otherwise adjusted by the Board of Visitors. Mr. Robert Archer so moved, and Mr. Mark Lawrence seconded the motion and the motion carried unanimously. A copy of the Resolution and explanatory documentation is attached hereto as (*Attachment D*) and is made a part hereof. Ms. Hovis thanked Mr. Alvarez and his team for providing the comprehensive report.

ADJOURNMENT

With no further business to come before the Committee, Ms. Mary Ann Hovis, Chair, asked for a motion to adjourn the meeting. Mr. Mark Lawrence made the motion and Mr. Robert Archer seconded. The motion carried and the meeting adjourned at 2:30 p.m.

Respectfully submitted,



Pamela Fitchett, Administrative Assistant

DRAFT

DRAFT

**RADFORD UNIVERSITY BOARD OF VISITORS
Business Affairs & Audit Committee
May 5, 2017**

**Information Item
Capital Projects Update**

Item: Facilities Planning and Construction update on capital projects.

Background: Currently, the University has **four active capital projects** in progress. Following is an update and project summary for each:

1. New Academic Building – College of Humanities & Behavioral Sciences

Project Budget-----	\$48,429,305 State Pooled Bond
Architect/Engineer Firm-----	Moseley Architects Virginia Beach, VA
Construction Manager-----	S.B. Ballard Virginia Beach, VA

The new College of Humanities & Behavioral Sciences academic building, which broke ground in August 2014, opened to classes for Fall semester 2016. This facility provides academic space consisting of classrooms, offices, laboratories, and student/faculty collaborative areas. Among the departments of the college accommodated in the new building are: Communications, Criminal Justice, Psychology, Sociology, Political Science, English, Foreign Language, History, Philosophy & Religious Studies, and the Office of the Dean. Notable features of the building include a vivarium, TV studios, an Emergency Operations Center simulation room, and a mock-trial room.

Final punch list items have been completed, and all spaces are operational and in use. Close out documentation, warranties, and the LEED compilation remains to complete and close the project.

2. Renovate Residence Halls Umbrella Project

Project Budget-----	\$36,000,000 9c Bond
Architect/Engineer Firm (Phase 1) -----	VMDO

Charlottesville, VA

Contractor (Phase 1) -----G&H Contracting
Salem, VA

Architect/Engineer Firm (Phase 2) -----Waller, Todd, Sadler
Virginia Beach, VA

Contractor (Phase 2) -----G&H Contracting
Salem, VA

Multiple residence hall renovations will be funded through a \$36,000,000 blanket umbrella project authorization.

Phase 1 of the umbrella project included renovations of Pocahontas, Bolling, and Draper Halls and the new Moffett Quad chilled water loop, and is complete.

The three-building renovation scope provides for the replacement of plumbing piping, fixtures, fire alarm systems, electrical upgrades, accessibility improvements, asbestos abatement, and the addition of air conditioning and a fire-suppression system in each building, similar to the renovation scopes recently completed for Madison, Jefferson, Moffett, and Washington Halls.

A construction contract in the amount of \$16,667,000 was awarded to G&H Contracting for the renovation of the three residence halls. Pocahontas Hall and Bolling Hall achieved occupancy for students for Fall 2015 semester, and Draper Hall achieved occupancy for students for Fall 2016 semester.

The chilled water loop that serves the five Moffett Quad resident halls and Peters Hall is also complete and functioning. The cooling tower at Moffett Hall will provide all of the winter cooling needs for these facilities without the use of energy-consuming mechanical cooling.

Phase 2 of the residence hall renovations project includes the upgrade of life safety systems for Muse Hall. The remaining balance on the umbrella capital project will be used to address the most critical infrastructure needs of Muse Hall, including a new fire alarm system, new lightning protection system, replacement or refurbishment of all seven elevators, and upgrades to exit stairways.

The project was broken into an early demolition and electrical service package, which was awarded to G&H Contracting in May 2016 and completed in August 2016, and a complete project construction package, awarded also to G&H in September. The total of both awards is \$6,661,109.

Selective demolition is complete, and work is ongoing for the various systems renovations. Fire alarm and elevator submittal packages have been prepared and are being reviewed by both the AE and BCOM. Installation activities will occur throughout the spring for fire alarm components and connections, along with replacement of two high-rise elevators. Significant work will occur during the summer when the entire building will be vacated. The project is scheduled for completion in time for August 2017 move-in.

3. Whitt Hall Renovation

Project Budget-----\$8,281,756
State Pooled Bond

Architect/Engineer Firm-----Clark-Nexsen
Roanoke/Norfolk, VA

Contractor -----G&H Contracting
Salem, VA

The renovation project for Whitt Hall will provide for complete interior renovation, including new mechanical, electrical, and plumbing systems and equipment. The windows, which are in poor thermal condition, will be replaced with multi-life sashes, returning the building to its original character. The University undertook an intensive building envelope study to evaluate any hidden façade and infiltration issues. The study identified areas needing intensive repair/replacement, and these items have been incorporated into the project scope.

Occupants for the building will include the Department of Mathematics and Statistics, the Vice-Provost for Academics and associated groups, New Student Programs, Retention, and conference meeting space for the Faculty Senate.

The construction contract was awarded to G&H in early July, with a contract value of \$5,173,959.

Demolition activities are complete including interior finishes, building systems and equipment, and exterior windows. Exterior brick repointing is complete, slate roof replacement is complete, and replacement windows installation is complete. Interior partition rough-in is complete, including various MEP and IT utilities. Final interior finish work is well underway, including walls, ceilings, floors, and all building systems. Interior design is complete for the furniture package, including coordination with the occupants, and furnishings have been ordered for late spring installation.

Construction is scheduled for completion in June 2017, with occupant move-in occurring throughout the summer.

4. Reed-Curie Renovation

Project Budget (Detailed Planning only)----- \$1,872,000

Architect/Engineer Firm----- Cannon Design

Construction Manager----- Branch and Associates

The Reed-Curie renovation project was approved in the spring 2016 state bond package, as described in the RU six-year capital plan submission to the state. The project will completely renovate the existing science buildings to complement the recent addition of the Center for the Sciences, ultimately providing an overall state-of-the-art facility for all of RU’s science departments.

Occupants in the renovated building will include the Departments of Physics, Geology, Geospatial Sciences, and the Office of the Dean. The Cyber Security Center will also be housed in the renovated building, along with support spaces for the Chemistry and Biology Departments. The Green House will also remain adjacent to the renovated building.

Initial pre-programming studies were performed to confirm overall program and needs, along with utility location studies in the area of the buildings and hazardous materials investigations. The Environmental Impact Report has been approved by DEQ.

The state approved funding for detailed planning for the project, and the AE has completed initial field work and programming meetings with the occupants. The Schematic Design package was submitted to BCOM in late February and to the AARB in late March. The AE is continuing with Preliminary Design, including final space programming and the incorporation of comments from both BCOM and the AARB. Design completion is scheduled for fall 2017.

CM-at-Risk construction delivery method approval was obtained from BCOM, and the CM contract was awarded to Branch and Associates in March. Kickoff meetings have been held with the AE and the CM, and both the cost model and schedule are under final development. Construction is currently scheduled to start in late summer 2017, with completion in December 2019 for classes in January 2020.

Additional Projects: Currently, the University is also engaged in a project that has been appropriated to the Roanoke Higher Education Authority.

1. Nursing Simulation Center Expansion at RHEC

Project Budget-----\$1,975,000

Architect/Engineer Firm-----SFCS
Roanoke, VA

Contractor -----TBD

The existing Nursing Clinical Simulation Center (CSC) operated by Radford University at the Roanoke Higher Education Center (RHEC) will be expanded by this project. Capacity will be expanded by increasing hospital and examination simulation rooms from six to twelve, adding student debriefing and video review spaces, adding separate space for standardized patients, adding a computer classroom, and reconfiguring administrative space for overall effectiveness. The expansion will allow the student population served to increase by more than 50 percent.

SFCS was awarded the design contract in early 2017. The AE has completed initial field work and schematic design, including meetings with the CSC occupants. The Preliminary Design package was submitted to BCOM in February, and final project funding was approved in March.

Design is scheduled to be completed in May, with construction targeted for summer 2017 with completion for classes in Fall Semester 2017.

Action: None; informational only.

RADFORD UNIVERSITY
OFFICE OF AUDIT AND ADVISORY SERVICES
FOLLOW-UP AUDIT STATUS REPORT
BUSINESS AFFAIRS AND AUDIT COMMITTEE
MAY 2017
DRAFT

Attachment B

Audit: IT - Account Management – Active Directory				
Business Issue	Planned Action	Action Date	Status	
4.2b	<p>As required by the RU IT Security Standard, it appears that system administrators have both an administrative account and at least one regular user account. However, because of the current set-up of the global groups, it appears that administrators do not have to use their administrator accounts to perform administrative tasks. Specifically, we found that five out of eight administrative global groups tested contained regular user accounts. Therefore, those regular accounts had administrative privileges. Furthermore, out of those five groups, four of them contained both an administrative account and a regular account for the same user.</p>	<p>As the list of global groups is extensive, DoIT will approach this issue in two phases.</p> <p>Phase II – As part of the Identity and Access Management project, DoIT will conduct a more extensive review and cleanup of all global groups in non-sensitive systems.</p>	<p>August 1, 2014 Revised to December 1, 2014 Revised to July 1, 2015 Revised to December 1, 2015 Revised to June 30, 2016 Revised to March 31, 2017</p>	Follow-up review is in process

Audit: IT – Micros			
Business Issue	Planned Action	Action Date	Status
6.0	<p>The Division of Finance and Administration will establish a formal University Door Access policy, to address access via ID card and via key.</p>	<p>June 15, 2016 Revised to January 31, 2017 Revised to June 30, 2017</p>	In Process

**RADFORD UNIVERSITY
OFFICE OF AUDIT AND ADVISORY SERVICES
FOLLOW-UP AUDIT STATUS REPORT
BUSINESS AFFAIRS AND AUDIT COMMITTEE
MAY 2017
DRAFT**

Audit: PeopleAdmin				
Business Issue		Planned Action	Action Date	Status
1.1.A	<p>Improvements are needed in the contract between the University and PeopleAdmin. Specifically, during the audit, we were unable to perform certain audit procedures due to the lack of the following:</p> <p>A) An independent auditor’s report on controls at PeopleAdmin relevant to security, availability and confidentiality. Therefore, we could not perform audit procedures related to certain information technology controls at the third-party cloud infrastructure utilized by PeopleAdmin for hosting the system.</p>	HR will ensure that an independent report on controls at PeopleAdmin and/or any sub-service providers is obtained. (e.g. Service Organization Controls (SOC2) type II audit report).	July 1, 2017	Complete
1.1.A.i	<p>Improvements are needed in the contract between the University and PeopleAdmin. Specifically, during the audit, we were unable to perform certain audit procedures due to the lack of the following:</p> <p>A) An independent auditor’s report on controls at PeopleAdmin relevant to security, availability and confidentiality. Therefore, we could not perform audit procedures related to certain information technology controls at the third-party cloud infrastructure utilized by PeopleAdmin for hosting the system.</p>	<p>To ensure that the University is able to obtain such reports, the contract with PeopleAdmin will be modified to require PeopleAdmin to provide such reports upon request.</p> <p><u>Revised Action Plan:</u> The University converted to the VITA contract with PeopleAdmin.</p>	March 31, 2017	Complete
1.1.B	<p>Improvements are needed in the contract between the University and PeopleAdmin. Specifically, during the audit, we were unable to perform certain audit procedures due to the lack of the following:</p> <p>A "right to audit" clause in the contract. Therefore, we were unable to require PeopleAdmin to provide certain</p>	To enable the University’s management and auditors to have access to needed information, the contract with PeopleAdmin will be modified to include a "right-to-audit" clause.	March 31, 2017	Complete

**RADFORD UNIVERSITY
OFFICE OF AUDIT AND ADVISORY SERVICES
FOLLOW-UP AUDIT STATUS REPORT
BUSINESS AFFAIRS AND AUDIT COMMITTEE
MAY 2017
DRAFT**

Audit: PeopleAdmin				
Business Issue		Planned Action	Action Date	Status
	information (including the independent auditor's report noted above) that was needed to perform the audit procedures.	<u>Revised Action Plan:</u> The University converted to the VITA contract with PeopleAdmin which has a "right-to-audit" clause.		
1.2	<p>Improvements are needed in the contract between the University and PeopleAdmin. Specifically,</p> <p>2) Our review of the contract indicated that certain applicable provisions associated with industry best practices such as COBIT 5 Framework for Controls and Assurance in the Cloud (COBIT) and Cloud Security Alliance's Cloud Controls Matrix (CCM) were not documented in the contract. Specific provisions that are not present in the contract were communicated to management.</p> <p>The Standard and IT industry best practices specify the minimum standards that a service provider must meet to ensure that it is handling sensitive data in a secure manner. When these are not incorporated into a contract and required to be implemented by service providers and/or any sub-service organizations, the University's information security posture could be weakened and its data placed at risk of unauthorized disclosure.</p>	<p>HR, in conjunction with Procurement and Contracts, will perform an evaluation comparing the services, pricing, etc. of the University's PeopleAdmin contract with the Virginia Information Technologies Agency (VITA)'s PeopleAdmin contract. Based on the evaluation, if it is determined to remain with the current PeopleAdmin contract, contract modifications will be made to incorporate IT best practices related to application service providers.</p> <p><u>Revised Action Plan:</u> The University converted to the VITA contract with PeopleAdmin.</p>	March 31, 2017	Complete
6.0	The PeopleAdmin system is classified as sensitive relative to availability. This means that PeopleAdmin is a system that is required to recover an essential or a dependent business function of the University.	DoIT, which maintains these timeframes, will review and update the RTO and RPO after consultation with HR and the vendor.	March 31, 2017	Follow-up review is in process

**RADFORD UNIVERSITY
OFFICE OF AUDIT AND ADVISORY SERVICES
FOLLOW-UP AUDIT STATUS REPORT
BUSINESS AFFAIRS AND AUDIT COMMITTEE
MAY 2017
DRAFT**

Audit: PeopleAdmin				
	Business Issue	Planned Action	Action Date	Status
	<p>For each system classified as sensitive relative to availability, the Standard requires that the Recovery Time Objective (RTO) and the Recovery Point Objective (RPO) be determined and documented.</p> <p>The RTO and the RPO are currently documented to be 30 days and 48 hours, respectively. However, these appear to be longer timeframes than what would be consistent with the 'availability' criteria designated for the system. When the documented RTO and RPO indicate longer timeframes than the availability criteria for a system, loss of system functionality could impact business functions that the system is intended to support.</p>			

Audit: Student Health and Counseling Services Contract Audit				
	Business Issue	Planned Action	Action Date	Status
1.2	<p>The contract states that the Contractor shall ensure "that 95 percent of all entering students" have submitted a health record form with immunization history.</p> <p>b) It appears that the University was not monitoring compliance with this requirement prior to our audit. Upon our inquiry, the University obtained the data from the Contractor.</p>	<p>The University will ensure that the Contractor identifies all currently enrolled students who have not complied with the requirement, gives them appropriate notice, and then blocks class registration as needed.</p> <p>The University will monitor compliance with the requirement at least semi-annually.</p>	<p>April 4, 2017 Revised to July 1, 2017</p>	In Process

**RADFORD UNIVERSITY
OFFICE OF AUDIT AND ADVISORY SERVICES
FOLLOW-UP AUDIT STATUS REPORT
BUSINESS AFFAIRS AND AUDIT COMMITTEE
MAY 2017
DRAFT**

Audit: Auditor of Public Accounts – FY 2015				
	Business Issue	Planned Action	Action Date	Status
3.0	<p>The University delayed up to five days before identifying two out of 14 (14 percent) students tested who unofficially withdrew from courses during the Fall 2014 semester. This was a result of a position vacancy. The Financial Aid Office did not routinely review for unofficial withdrawals for the Summer semester.</p> <p>Code of Federal Regulations, 34 CFR §668.22 states when a recipient of Title IV grant or loan assistance withdraws from an institution during a period of enrollment in which the recipient began attendance, the institution must determine the amount of Title IV grant or loan assistance that the student earned as of the student's withdrawal date and return the money within a reasonable timeframe. All calculations of Title IV funds are required to be completed within 30 days of semester end, and funds are required to be returned within 45 days after the date that the institution determines the student has withdrawn.</p> <p>Improperly identifying, calculating, and not returning unearned Title IV funds timely to the U.S. Department of Education may result in adverse actions and impact the Institution's participation in Title IV programs. The University should improve current processes to enable timely identification of withdrawals and, if necessary, prompt return of Title IV funds to the U.S. Department of Education within the prescribed 45-day timeframe.</p>	<p>The University strives to comply with the federal requirement that all determinations as to whether a student will be considered an unofficial withdrawal must be made within 30 days of the last day of the enrollment period. Although that deadline was missed for two students during the Fall 2014 semester due to a position vacancy, the calculation and return of funds for those students were made timely and in compliance with federal regulations.</p> <p>The Financial Aid Office has improved processes and procedures to ensure that reviews are done for unofficial withdrawals for Summer terms. The procedures, which include details that are term-specific, outline the process that will be conducted, the timeline in which it will be performed, and the responsible parties (to include backups).</p>	<p>September 30, 2016 Revised to March 31, 2017 Revised to June 30, 2017</p>	In Process

2017-18 Tuition & Fee Recommendations



2017-18 Proposed Resource Allocation - Revenue

	2017-18 Assumptions
REVENUE	
General Fund Changes	
2017-18 General Fund Reductions	(1,334,488)
2017-18 Interest Earnings/CC Rebates	(180,000)
2016-17 Reverse 3% Salary Increase	(839,612)
2017-18 Salary Actions	1,267,393
2017-18 Fringe Rate Changes	579,400
2017-18 Access & Completion Funding	680,135
Total General Fund Changes	172,828
Nongeneral Fund Changes	
Tuition & Fees	1,968,252
Other Sales & Service	(145,230)
VRS Recoveries	(344,731)
Unfunded Scholarships	(472,000)
Total Nongeneral Fund Changes	1,006,291
Total Revenue Changes	\$1,179,119

This year's legislative session was largely focused on filling the revenue shortfall in the current 2016-18 biennium. As a result, higher education was required to shoulder a share of the financial burden.

Giving full consideration to legislative actions, economic outlook, and enrollment related factors for the upcoming 2017-18 fiscal year, a tuition increase has been proposed for both in-state and out-of-state students.

2017-18 Proposed Resource Allocation - Expense

	2017-18 Assumptions
EXPENSES	
Non-Discretionary Cost Increases	
Mandatory Costs	
Salary Adjustments	
2016-17 3% Salary Increase Reversion	(1,355,113)
2017-18 3% Salary Increase - July 10	2,304,021
Fringe Adjustments	
2017-18 Health Insurance Rate Change	1,138,202
Central Cost Commitments	
AA Promotion & Tenure	229,000
Utility Rate Increases	610,458
Employee Tuition Waivers	150,000
Contracts & Compliance	208,556
Biennial Fringe Rate Alignment	318,427
Recovery Rate & One-Time Operating	75,279
Sub-Total Central Commitments	3,678,830
Division Recurring Requirements	
Programmatic Initiatives	323,243
Strategic Plan Initiatives	214,266
Sub-Total Division Requirements	537,509
Total Non-Discretionary Cost Increases	\$4,216,339
SURPLUS/(DEFICIT)	(\$3,037,220)

It is estimated that the total cost for the state mandated salary increases and fringe benefit rate adjustments will total \$3,442,223; the University will need to provide \$1,595,430 in nongeneral funds to supplement initial estimates of incremental general funds.

Allocation of programmatic resources has been deemed necessary to fund the absolute highest priorities across each division and address only the most critical needs.

2017-18 Proposed Resource Allocation - Reallocations

	2017-18 Assumptions
REALLOCATION SCENARIOS	
Division Targets	
Academic Affairs	(1,291,651)
Finance & Administration	(466,106)
Information Technology	(404,161)
Central Administration	(26,520)
Student Affairs	(39,999)
University Relations	(100,391)
University Advancement	(123,390)
Enrollment Management	(55,148)
Total Divisional Budgets	(2,507,366)
Central Resources	(529,854)
Total Savings Strategies	(\$3,037,220)
Total Base Budget	\$1,179,119
TOTAL SURPLUS/(DEFICIT)	(\$0)

The Conference Budget proposal sought to minimize the overall E&G impact to no more than 1.5 percent of total E&G funding for all institutions.

Radford University's 2017-18 share of the general fund reductions is \$1,334,488 which equated to 2.6 percent of general fund support in E&G or 1.1 percent of total E&G operations.

Additional budget reductions coupled with the mandated salary and benefit increases will all be covered at least in part from internal reallocation.

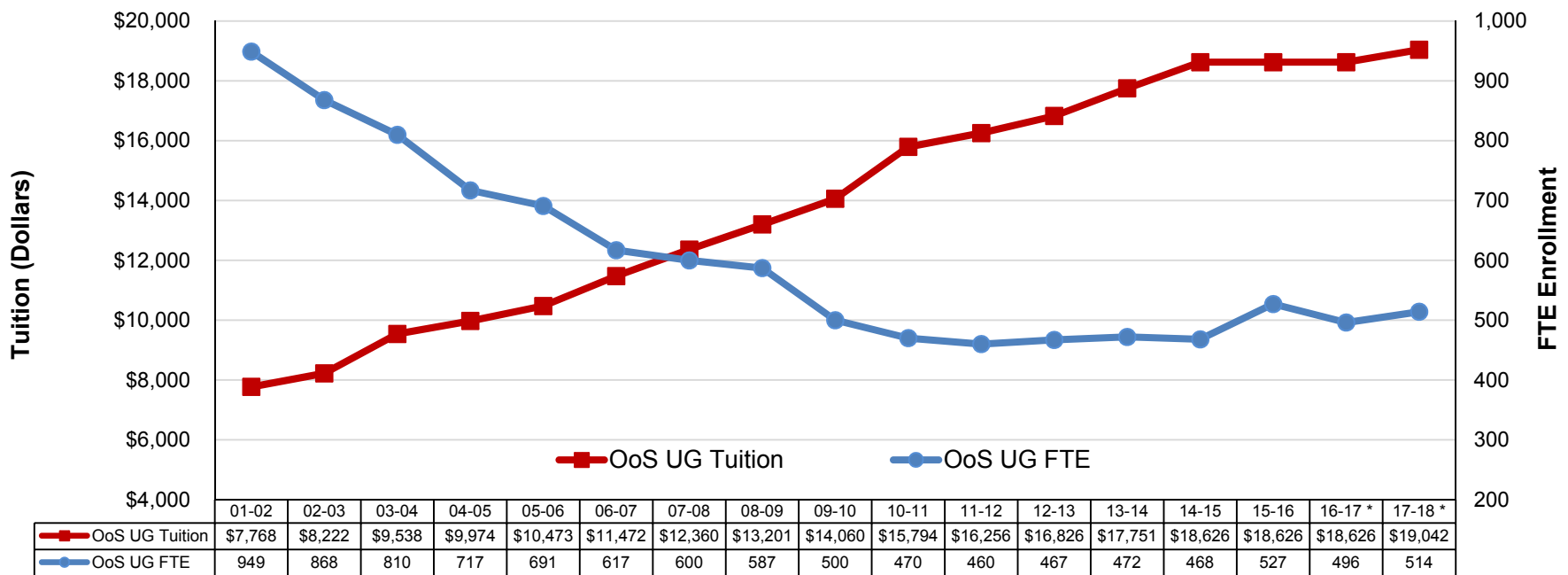
2017-18 Tuition & Fee Rate Proposals

RADFORD
UNIVERSITY

Proposed In-State Undergraduate Rates

	<u>Approved 2016-17</u>	<u>Proposed 2017-18</u>	<u>Dollar Increase</u>	<u>Percent Increase</u>
Undergraduate				
<u>In-state Undergraduate (full-time) -</u>				
Tuition	\$6,991	\$7,407	\$416	
Mandatory Technology Fee	54	54	0	
Mandatory Comprehensive Fee	3,036	3,166	130	
Total In-state Undergraduate	\$10,081	\$10,627	\$546	
Room - Standard Double	5,127	5,127	0	
Board - 19 Meal Plan	3,984	4,105	121	
Total In-state Undergraduate Living in University Housing	\$19,192	\$19,859	\$667	3.48%

Out-of-State Undergraduate: Tuition & Enrollment Trends 2002 - 2018 Est.



* Estimated FTE

Proposed Out-of-State Undergraduate Rates

	<u>Approved 2016-17</u>	<u>Proposed 2017-18</u>	<u>Dollar Increase</u>	<u>Percent Increase</u>
Undergraduate				
<u>Out-of-state Undergraduate (full-time) -</u>				
Tuition	\$18,626	\$19,042	\$416	
Mandatory Capital Fee	446	447	1	
Mandatory Technology Fee	54	54	0	
Mandatory Comprehensive Fee	3,036	3,166	130	
Total Out-of-state Undergraduate	\$22,162	\$22,709	\$547	
Room - Standard Double	5,127	5,127	0	
Board - 19 Meal Plan	3,984	4,105	121	
Total Out-of-state Undergraduate Living in University Housing	\$31,273	\$31,941	\$668	2.14%

Proposed Traditional Graduate Program Rates

	<u>Approved 2016-17</u>	<u>Proposed 2017-18</u>	<u>Dollar Increase</u>	<u>Percent Increase</u>
Graduate				
<u>In-state Graduate (full-time) -</u>				
Tuition	\$7,868	\$8,336	\$468	
Mandatory Technology Fee	54	54	0	
Mandatory Comprehensive Fee	3,036	3,166	130	
Total In-state Graduate	\$10,958	\$11,556	\$598	5.46%
<u>Out-of-State Graduate (full-time) -</u>				
Tuition	\$16,394	\$16,862	\$468	
Mandatory Capital Fee	446	447	1	
Mandatory Technology Fee	54	54	0	
Mandatory Comprehensive Fee	3,036	3,166	130	
Total Out-of-state Graduate	\$19,930	\$20,529	\$599	3.01%

NEW - Competency Based Certificate

	<u>Approved</u> <u>2016-17</u>	<u>Proposed</u> <u>2017-18</u>	<u>Dollar</u> <u>Increase</u>	<u>Percent</u> <u>Increase</u>
<u>Competency Based Certificate Program (per year)</u>				
Tuition	\$0	\$6,000	\$6,000	--
Mandatory Capital Fee	0	0	0	--
Mandatory Technology Fee	0	0	0	--
Total Competency Certificate	\$0	\$6,000	\$6,000	--

- Pilot program to be implemented in Fall 2017
- Certificates offered in Cybersecurity and Geospatial Intelligence
- Tuition will be assessed on a six-month basis (\$3,000 per six months)

2016-17 VA Institutions Tuition & Fee Charges: Tuition & Fees - Four Year Publics

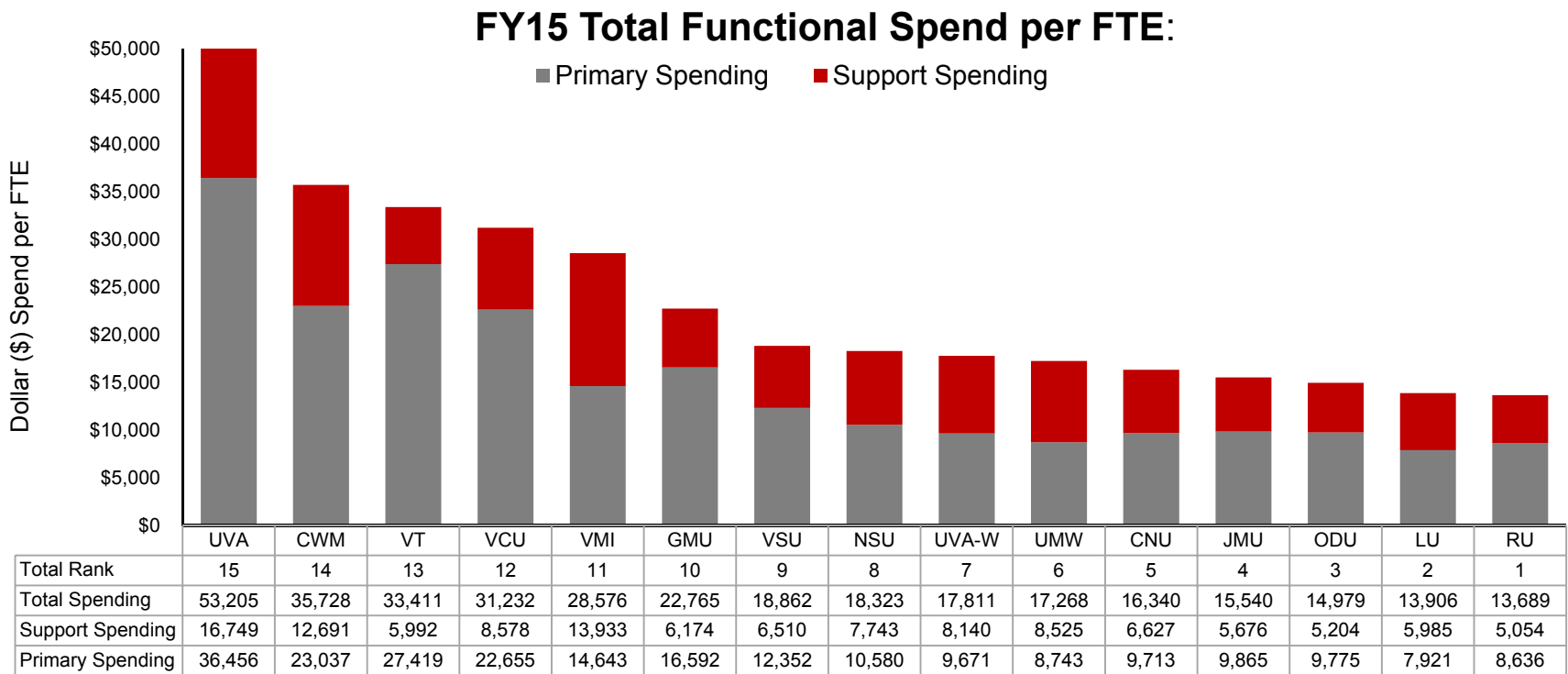
Total Tuition and Mandatory Fees In-State, Undergraduate Students								
Rank	Institution	FY13	FY14	FY15	FY16	FY17	\$ Change From FY16	% Change From FY16
1	College of William & Mary ¹	\$13,570	\$15,463	\$17,656	\$19,372	\$21,234	\$1,862	9.6%
2	Virginia Military Institute	\$13,835	\$14,404	\$15,518	\$16,536	\$17,492	\$956	5.8%
3	University of Virginia	\$12,006	\$12,458	\$12,998	\$14,468	\$15,714	\$1,246	8.6%
4	Virginia Commonwealth University ¹	\$9,885	\$12,002	\$12,398	\$12,772	\$13,130	\$358	2.8%
5	Christopher Newport University	\$10,572	\$11,092	\$11,646	\$12,526	\$13,054	\$528	4.2%
6	Virginia Tech	\$10,923	\$11,455	\$12,017	\$12,485	\$12,852	\$367	2.9%
7	Longwood University	\$10,890	\$11,340	\$11,580	\$11,910	\$12,240	\$330	2.8%
8	University of Mary Washington	\$9,246	\$9,660	\$10,252	\$11,070	\$11,570	\$500	4.5%
9	George Mason University	\$9,620	\$9,908	\$10,382	\$10,952	\$11,300	\$348	3.2%
10	James Madison University	\$8,808	\$9,176	\$9,662	\$10,066	\$10,390	\$324	3.2%
11	Radford University	\$8,590	\$8,976	\$9,360	\$9,809	\$10,081	\$272	2.8%
12	Old Dominion University	\$8,450	\$8,820	\$9,250	\$9,768	\$10,046	\$278	2.8%
13	University of Virginia at Wise	\$8,107	\$8,509	\$8,868	\$9,220	\$9,539	\$319	3.5%
14	Norfolk State University	\$6,760	\$7,226	\$7,552	\$8,366	\$8,738	\$372	4.4%
15	Virginia State University	\$7,420	\$7,784	\$8,002	\$8,226	\$8,472	\$246	3.0%
Average²		\$9,912	\$10,387	\$10,931	\$11,592	\$12,137	\$545	4.7%

¹ The institution adopted a new guaranteed tuition plan for incoming in-state undergraduates in 2013-14. The tuition charged in their freshman year is frozen for all four years of their undergraduate attendance.

² Weighted average as calculated by SCHEV in order to account for variable increases at CWM and VCU

VA Institutions Functional Spend per FTE:

Source: IPEDS (2014-15) - Four Year Publics



Questions?



Business Affairs and Audit Committee

RADFORD UNIVERSITY

DRAFT

DRAFT

RADFORD UNIVERSITY BOARD OF VISITORS
Resolution
May 5, 2017

Attachment D

Approval of 2017-18 Tuition and Fees

NOW, THEREFORE, BE IT RESOLVED that the Radford University Board of Visitors approves tuition and fees for the 2017-18 academic year as reflected in the Summary of Proposed 2017-18 Tuition and Fees beginning with the Fall 2017 semester and thereafter until otherwise adjusted by the Board of Visitors.

Summary of Proposed 2017-18 Tuition and Fees

	<u>Approved 2016-17</u>	<u>Proposed 2017-18</u>	<u>Dollar Increase</u>	<u>Percent Increase</u>
Undergraduate				
<u>In-state Undergraduate (full-time) -</u>				
Tuition	\$6,991	\$7,407	\$416	5.95%
Mandatory Technology Fee	54	54	0	0.00%
Mandatory Comprehensive Fee	3,036	3,166	130	4.28%
Total In-state Undergraduate	\$10,081	\$10,627	\$546	5.42%
Room - Standard Double	5,127	5,127	0	0.00%
Board - 19 Meal Plan	3,984	4,105	121	3.04%
Total In-state Undergraduate Living in University Housing	\$19,192	\$19,859	\$667	3.48%
<u>Out-of-state Undergraduate (full-time) -</u>				
Tuition	\$18,626	\$19,042	\$416	2.23%
Mandatory Capital Fee	446	447	1	0.22%
Mandatory Technology Fee	54	54	0	0.00%
Mandatory Comprehensive Fee	3,036	3,166	130	4.28%
Total Out-of-state Undergraduate	\$22,162	\$22,709	\$547	2.47%
Room - Standard Double	5,127	5,127	0	0.00%
Board - 19 Meal Plan	3,984	4,105	121	3.04%
Total Out-of-state Undergraduate Living in University Housing	\$31,273	\$31,941	\$668	2.14%

May 5, 2017

Proposed 2017-18 Tuition & Fees

	<u>Approved 2016-17</u>	<u>Proposed 2017-18</u>	<u>Dollar Increase</u>	<u>Percent Increase</u>
Graduate				
<u>In-state Graduate (full-time) -</u>				
Tuition	\$7,868	\$8,336	\$468	5.95%
Mandatory Technology Fee	54	54	0	0.00%
Mandatory Comprehensive Fee	3,036	3,166	130	4.28%
Total In-state Graduate	\$10,958	\$11,556	\$598	5.46%
<u>Out-of-State Graduate (full-time) –</u>				
Tuition	\$16,394	\$16,862	\$468	2.85%
Mandatory Capital Fee	446	447	1	0.22%
Mandatory Technology Fee	54	54	0	0.00%
Mandatory Comprehensive Fee	3,036	3,166	130	4.28%
Total Out-of-state Graduate	\$19,930	\$20,529	\$599	3.01%
Differential Tuition & Fees				
<u>Master of Occupational Therapy (MOT) In-State (per credit hour)</u>				
Tuition	\$333	\$352	\$19	5.71%
Mandatory Technology Fee ¹	3	3	0	0.00%
Mandatory Comprehensive Fee ¹	127	132	5	3.94%
Total In-state Graduate MOT	\$463	\$487	\$24	5.19%
<u>Master of Occupational Therapy (MOT) Out-of-State (per credit hour)</u>				
Tuition	\$890	\$943	\$53	5.96%
Mandatory Capital Fee ¹	19	19	0	0.00%
Mandatory Technology Fee ¹	3	3	0	0.00%
Mandatory Comprehensive Fee ¹	127	132	5	3.94%
Total Out-of-state Graduate	\$1,039	\$1,097	\$58	5.58%

¹ For applicable differential tuition programs, students enrolled in 12 to 18 credit hours will be assessed up to the annualized rate of \$1,583 per semester for the mandatory comprehensive fee, \$27 per semester for the technology fee, and \$223.50 per semester for the Out-of-State Capital Fee.

	<u>Approved</u> <u>2016-17</u>	<u>Proposed</u> <u>2017-18</u>	<u>Dollar</u> <u>Increase</u>	<u>Percent</u> <u>Increase</u>
<u>Doctor of Nursing Practice (DNP) In-State (per credit hour)</u>				
Tuition	\$445	\$471	\$26	5.84%
Mandatory Technology Fee ¹	3	3	0	0.00%
Mandatory Online Program Fee ²	25	25	0	0.00%
Total In-state Graduate DNP	\$473	\$499	\$26	5.50%
<u>Doctor of Nursing Practice (DNP) Out-of-State (per credit hour)</u>				
Tuition	\$910	\$964	\$54	5.93%
Mandatory Capital Fee ¹	19	19	0	0.00%
Mandatory Technology Fee ¹	3	3	0	0.00%
Mandatory Online Program Fee ²	25	25	0	0.00%
Total Out-of-state Graduate DNP	\$957	\$1,011	\$54	5.64%
<u>Doctor of Physical Therapy (DPT) In-State (per credit hour)</u>				
Tuition	\$424	\$449	\$25	5.90%
Mandatory Technology Fee ¹	3	3	0	0.00%
Mandatory Comprehensive Fee ¹	127	132	5	3.94%
Total In-state Graduate DPT	\$554	\$584	\$30	5.42%
<u>Doctor of Physical Therapy (DPT) Out-of-State (per credit hour)</u>				
Tuition	\$883	\$935	\$52	5.89%
Mandatory Capital Fee ¹	19	19	0	0.00%
Mandatory Technology Fee ¹	3	3	0	0.00%
Mandatory Comprehensive Fee ¹	127	132	5	3.94%
Total Out-of-state Graduate DPT	\$1,032	\$1,089	\$57	5.52%

¹ For applicable differential tuition programs, students enrolled in 12 to 18 credit hours will be assessed up to the annualized rate of \$1,583 per semester for the mandatory comprehensive fee, \$27 per semester for the technology fee, and \$223.50 per semester for the Out-of-State Capital Fee.

² The online program fee applies to select differential tuition programs that are offered fully online. This fee is assessed on a per credit hour basis in lieu of the comprehensive fee.

	<u>Approved 2016-17</u>	<u>Proposed 2017-18</u>	<u>Dollar Increase</u>	<u>Percent Increase</u>
<u>Master of Fine Arts in Design Thinking In-State (per credit hour)</u>				
Tuition	\$657	\$696	39	5.94%
Mandatory Technology Fee ¹	3	3	0	0.00%
Mandatory Online Program Fee ²	25	25	0	0.00%
Total In-state Graduate DNP	\$685	\$724	\$39	5.69%
<u>Master of Fine Arts in Design Thinking Out-of-State (per credit hour)</u>				
Tuition	\$657	\$696	39	5.94%
Mandatory Capital Fee ¹	19	19	0	0.00%
Mandatory Technology Fee ¹	3	3	0	0.00%
Mandatory Online Program Fee ²	25	25	0	0.00%
Total Out-of-state Graduate DNP	\$704	\$743	\$39	5.54%
<u>Competency Based Certificate Program (per year)</u>				
Tuition	\$0	\$6,000	\$6,000	--
Mandatory Capital Fee ¹	0	0	0	--
Mandatory Technology Fee ¹	0	0	0	--
Total Competency Certificate	\$0	\$6,000	\$6,000	--

¹ For applicable differential tuition programs, students enrolled in 12 to 18 credit hours will be assessed up to the annualized rate of \$1,583 per semester for the mandatory comprehensive fee, \$27 per semester for the technology fee, and \$223.50 per semester for the Out-of-State Capital Fee.

² The online program fee applies to select differential tuition programs that are offered fully online. This fee is assessed on a per credit hour basis in lieu of the comprehensive fee.

Part-time, 2017 Wintermester and Summer³ Rates

<u>Tuition</u>	<u>Approved 2016-17</u>	<u>Proposed 2017-18</u>	<u>Dollar Increase</u>	<u>Percent Increase</u>
<i>Undergraduate</i>				
In-state	\$291	\$308	\$17	5.84%
Out-of-state	776	793	17	2.19%
<i>Graduate</i>				
In-state	328	347	19	5.79%
Out-of-state	683	702	19	2.78%
In-state MOT	333	352	19	5.71%
Out-of-state MOT	890	943	53	5.96%
In-state DPT	424	449	25	5.90%
Out-of-state DPT	883	935	52	5.89%
In-state DNP	445	471	26	5.84%
Out-of-state DNP	910	964	54	5.93%
In-state MFA	657	696	39	5.94%
Out-of-state MFA	657	696	39	5.94%
Virginia Educator	251	266	15	5.98%
<u>Other Mandatory Fees</u>				
Technology Fee	3	3	0	0.00%
Out-of-state Capital Fee	19	19	0	0.00%
Online Program Fee ²	25	25	0	0.00%
Comprehensive Fee	127	132	5	3.94%

²The online program fee applies to select differential tuition programs that are offered fully online. This fee is assessed on a per credit hour basis in lieu of the comprehensive fee.

³Summer III only - full-time students taking 12 to 18 credit hours are charged the annualized rate schedule instead of the per credit hour rate schedule.

Comprehensive Fee

	Approved 2016-17	Proposed 2017-18	Dollar Increase	Percent Increase
Mandatory Comprehensive Fee				
Athletics	\$1,180	\$1,180	\$0	0.00%
Auxiliary Building/Facilities	248	258	10	4.03%
Auxiliary Support	194	209	15	7.73%
Debt Service	299	299	0	0.00%
Recreation	275	282	7	2.55%
Student Activities	129	127	(2)	-1.55%
Student Health	312	322	10	3.21%
Student Services	0	75	75	---
Student Union	276	286	10	3.62%
Transit	123	128	5	4.07%
Total Comprehensive Fee	\$3,036	\$3,166	\$130	4.28%

Fall & Spring Annual Room Rates⁴

	Approved 2016-17	Proposed 2017-18	Dollar Increase	Percent Increase
Room				
Traditional Double	\$4,540	\$4,540	\$0	0.00%
Standard Double - Phase I	5,127	5,127	0	0.00%
Standard Double - Phase II	5,127	5,281	154	3.00%
Traditional Single	6,627	6,627	0	0.00%
Standard Single - Phase I	7,294	7,294	0	0.00%
Standard Single - Phase II	7,294	7,513	219	3.00%
Standard - Super Suite	5,127	5,545	418	8.15%
University Managed Apartments	5,290	5,909	619	11.70%

⁴Notes:

a) Double occupancy rooms which remain tripled after the census date will receive a weekly 25 percent prorated credit on their respective room rate.

b) Summer rates are prorated based on the approved annualized rate for a standard room.

Fall & Spring Annual Board & Meal Plan Rates⁵

	<u>Approved 2016-17</u>	<u>Proposed 2017-18</u>	<u>Dollar Increase</u>	<u>Percent Increase</u>
On-Campus Board Plan				
Flex Plan	\$3,865	\$3,982	\$117	3.03%
19 Meal Plan	3,984	4,105	121	3.04%
15 Meal Plan	3,877	3,994	117	3.02%
Off-Campus Meal Plan (optional)				
Flex Jr. Plan	\$1,953	\$2,012	\$59	3.02%
65 Meal Plan	974	1,003	29	2.98%
90 Meal Plan	1,348	1,389	41	3.04%
5 Meal Plan	1,436	1,479	43	2.99%

⁵Notes:

- a) Summer rates are prorated on the approved annualized rate.
- b) Select board and meal plans may not be available each term.

THIS PAGE INTENTIONALLY LEFT BLANK

End of Materials