



**BOARD OF VISITORS
BUSINESS AFFAIRS & AUDIT COMMITTEE MEETING
BOARD ROOM
MARTIN HALL – THIRD FLOOR
RADFORD, VIRGINIA
12:30 P.M.
MAY 5, 2016**

Approved

MINUTES

COMMITTEE MEMBERS PRESENT

Dr. Javaid Siddiqi, Chair
Ms. Krisha Chachra, Vice Chair
Dr. Susan Whealler Johnston
Mr. Mark Lawrence
Mr. Randolph “Randy” J. Marcus

BOARD MEMBERS PRESENT

Mr. Anthony R. Bedell, Rector
Mr. Christopher Wade, Vice Rector
Ms. Mary W. Campbell
Ms. Callie M. Dalton
Dr. Kevin R. Dye
Ms. Mary Ann Hovis
Ms. Alethea “A.J.” Robinson
Mr. Steve Robinson
Ms. Ruby W. Rogers
Ms. Georgia Anne Snyder-Falkinham
Ms. Hannah Gullickson, student representative (non-voting, advisory member)
Dr. Jerry M. Kopf, faculty representative (non-voting, advisory member)

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 & Chief Communications Officer
Mr. Danny M. Kemp, Vice President for Information Technology & Chief Information Officer
Ms. Margaret McManus, University Auditor
Dr. Joe Scartelli, Interim Provost & Vice President for Academic Affairs
Michele N. Schumacher, Secretary to the Board of Visitors
Mr. Allen Wilson, Assistant Attorney General, Commonwealth of Virginia
Ms. Melissa Wohlstein, Vice President for University Advancement

Radford University faculty and staff

CALL TO ORDER

Dr. Javaid Siddiqi, Chair, formally called the meeting to order at 12:30 p.m. in the Board Room in Martin Hall on the campus of Radford University, Radford, Virginia.

APPROVAL OF AGENDA

Dr. Siddiqi asked for a motion to approve the May 6, 2016 Agenda, as published. Dr. Susan Whealler Johnston so moved and Mr. Mark S. Lawrence seconded, and the motion was unanimously approved.

APPROVAL OF MINUTES

Dr. Siddiqi asked for a motion to approve the minutes of the February 1, 2016, meeting of the Business Affairs & Audit Committee, as published. Mr. Mark S. Lawrence so moved and Ms. Krisha Chachra seconded, and the motion was unanimously approved.

REPORTS AND RECOMMENDATIONS

Report from the University Auditor

Ms. Margaret McManus, University Auditor, presented an oral report on the University's Discretionary Fund review for the quarter ended March 31, 2016. She noted that one hundred percent of expenditures were reviewed and all were found in compliance with the Board of Visitors' guidelines. Ms. McManus also provided a follow-up audit status. A copy of Ms. McManus' report is attached hereto as *Attachment A* and is made a part hereof.

Dr. Siddiqi thanked Ms. McManus for her report.

Report on Capital Projects

Mr. Richard Alvarez, Vice President for Finance & Administration and Chief Financial Officer, provided a capital project update report, and referred the Committee to the Capital Project Update found in their Committee materials. A copy of the Capital Project Update is attached hereto as *Attachment B* and is made a part hereof.

Dr. Siddiqi thanked Mr. Alvarez for his report.

ACTION ITEMS

Recommendation to the Board of Visitors of Approval of the Tuition and Fees for 2016-2017

Mr. Richard Alvarez, Chief Financial Officer and Vice President for Finance & Administration, made a presentation on the recommendations for Radford University 2016-2017 operating budget for the University and recommendations for 2016-2017 Tuition and Fees. He noted that actual student enrollments will not be confirmed until the Fall 2016 semester and as such the budget projections will continue to be monitored over the summer as potential students finalize their selections. He continued that the budget will not be approved until the September 2016 meeting.

Mr. Alvarez stated that the proposed tuition and fee recommendations take into account current economic factors and represent a conservative, sufficient, and prudent funding approach for the University in 2016-17. Giving full consideration to the legislative, economic, and enrollment-related factors for the 2016-17 academic year, tuition and mandatory fees are proposed to increase \$272 (or 2.77 percent) for full-time in-state undergraduates and \$69 (or 0.31 percent) for full-time out-of-state undergraduates. He reported that this recommendation represents a conservative, sufficient, and prudent funding approach for the University in 2016-17. A copy of Mr. Alvarez's presentation is attached hereto as *Attachment C* and is made a part hereof.

After a lengthy discussion concerning the effect the reduction of state funding has on the University, how changes in student enrollment affect budgetary concerns and the effect of tuition increases on students. Dr. Siddiqi called for a motion to recommend to Radford University's Board of Visitors approval of the resolution approving 2016-2017 Tuition and Fees as set forth in the Committee materials. Mr. Lawrence so moved and Mr. Randolph "Randy" J. Marcus seconded, and the motion was unanimously adopted. A copy of the Resolution is attached hereto as *Attachment D* and is made a part hereof.

Recommendation to approve Radford University's Emergency Operation Plan

Dr. Javaid noted that the next action item is approval of the Radford University Emergency Operation Plan. Mr. Alvarez reported that the Code of Virginia requires each institution of higher education to conduct a comprehensive review and revision of its crisis and emergency management plan every four years to ensure that the plan remains current. He informed the Committee that all sections of the Emergency Operations Plan were reviewed, including Radford University personnel changes, regional agency contact information, and EOP procedural revisions. It was noted that the only substantive change was that the Pandemic Plan was renamed and replaced with the University's Infectious Disease Outbreak Control Plan. The current review was completed in April 2016; and the next formal review of the EOP will be required in 2020. Dr. Siddiqi asked for a motion to recommend to Radford University's Board of Visitors approval of the resolution approving the Radford University Emergency Operations Plan dated May 2016. Ms. Chachra so moved and Mr. Lawrence seconded, and the motion was unanimously adopted. A copy of the resolution is attached hereto as *Attachment E* and is made a part hereof.

ADJOURNMENT

There being no further business, the meeting was adjourned at 1:40 p.m.

Respectfully submitted,

Michele N. Schumacher
Secretary to the Board of Visitors

ATTACHMENT A
RADFORD UNIVERSITY
OFFICE OF AUDIT AND ADVISORY SERVICES
FOLLOW-UP AUDIT STATUS REPORT
BUSINESS AFFAIRS AND AUDIT COMMITTEE
MAY 2016
DRAFT

Audit: IT – Micros				
Business Issue		Planned Action	Action Date	Status
5.0	<p>The RU IT Security Standard requires backup media to be stored in an off-site location that is geographically separate and distinct from the primary location.</p> <p>The location for storage of backup media is not geographically separate and distinct from the location of the primary media. During an event that affects closely situated storage locations, the loss of primary and backup media would render data or system incapable of being recovered.</p>	DoIT will research the feasibility and cost of off-site storage locations situated two miles or more from campus. Based on this research, an off-site strategy will be selected and implemented.	July 30, 2015 Revised to January 29, 2016	Complete
12.0	<p>The RU IT Security Standard requires "biannual operating system level vulnerability scanning of sensitive IT systems in a frequency commensurate with sensitivity and risk". The use of "biannual" and "frequency commensurate with sensitivity and risk" in this way appears to impose two separate requirements.</p> <p>This lack of clarity could cause confusion for a user trying to establish a scan frequency and could result in noncompliance with the intent of the requirement.</p>	DoIT will review the RU IT Security Standard and update the requirement for clarification.	July 1, 2015 Revised to January 29, 2016	Complete

**RADFORD UNIVERSITY
OFFICE OF AUDIT AND ADVISORY SERVICES
FOLLOW-UP AUDIT STATUS REPORT
BUSINESS AFFAIRS AND AUDIT COMMITTEE
MAY 2016
DRAFT**

Audit: Small Purchase Charge Card – Point of Sale Transactions				
Business Issue		Planned Action	Action Date	Status
1.4	We noted certain SPCC purchasing practices that were allowed even though those practices were inconsistent with the University’s policies and procedures. Specifically, the University’s Food and Beverage Policy requires a Business Meal Certification Form to be completed for purchases that fall in the Official Business Function category. We noted two instances where snack/refreshment items were identified as being purchased for Official Business Functions, but the form was not required to be submitted.	The Controller’s Office will review the Food and Beverage Policy and update it to clarify how snacks and refreshments should be procured and what documentation is required.	November 30, 2015 Revised to March 1, 2016 Revised to May 31, 2016	In process

ATTACHMENT B

**RADFORD UNIVERSITY BOARD OF VISITORS
Business Affairs & Audit Committee
May 5, 2016**

**Information Item
Capital Projects Update**

Item:

Facilities Planning & Construction update on capital projects.

Background:

Currently, the University has five active capital projects in progress. Following is an update and project summary on each:

1. Center for the Sciences

Project Budget-----	\$49,530,552 State Pooled Bond
Architect/Engineering Firm-----	EYP, Inc. Washington, DC
Construction Manager-----	W.M. Jordan Newport News, VA

Construction is complete for the 113,671 square foot Center for the Sciences (CFTS). This facility is constructed north of and connects to Curie Hall. The progressive facade design, while complementary to campus architecture, communicates the vision of both the University and the College of Science & Technology. The building includes teaching and research lab spaces, classrooms, faculty offices, a planetarium, a vivarium, and a museum of earth sciences.

The project is funded from the state-pooled bond program with a total project cost of \$49,530,552. Three Guaranteed Maximum Price (GMP) contracts have been awarded to W. M. Jordan, bringing the total construction contract price to \$39,741,671.

The Bureau of Capital Outlay Management (BCOM) provided the Certificate of Occupancy to RU on December 18, 2015, and classes were held in the CFTS starting January 19, 2016. All that remains are minor punch-list items and some select additional furnishings, along with the project closeout activities.

2. 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, will provide academic space consisting of classrooms, offices, laboratories, and student/faculty collaborative areas. Among the departments of the college that will be 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.

The building will don a progressive architectural façade facing East Main Street, while maintaining the campus historical forms on the quad side. The project budget of \$48,429,305 (less equipment) and a building size of 143,600 square feet are planned. A Guaranteed Maximum Price (GMP) contract has been awarded to S. B. Ballard, the construction manager, in the amount of \$40,040,993.

Foundations and structural steel erection for the building frame are complete, as are all floor slabs. Underground sanitary and storm sewer installation is complete. Masonry foundation walls and exterior masonry façade installation are complete. Roofing substrate installation is complete, as is exterior wall framing, curtain wall framing, and exterior sheathing. Slate roof installation is complete on the five-story section. Interior partition installation is mostly complete on all floors, with HVAC, plumbing, and electrical final installation well underway. Furniture delivery will begin in June.

The opening of this new academic building is targeted for late Summer 2016, with classes starting in Fall 2016.

3. 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

Phase 1 of the residence hall renovations umbrella project, including Pocahontas, Bolling, Draper, and the chilled water loop, will be funded through a \$36,000,000 blanket renovations authorization.

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.

In addition to the above project scopes, a multi-level lounge space is included in each building that allows open visibility from the building lobby area to a lower-level lounge. This transforming feature will give vibrant new life to these buildings built in the 1950s.

The project is broken into three pieces: chilled water loop installation, Bolling and Pocahontas renovation, and Draper renovation. A contract in the amount of \$16,667,000 has been awarded to G&H Contracting for the renovation portion of the three residence halls.

The chilled water loop that serves the five Moffett Quad resident halls and Peters Hall is 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.

Pocahontas and Bolling Hall renovations achieved occupancy for students for the Fall 2015 semester.

The renovation of Draper Hall started after the May 2015 commencement. The 2nd and 3rd floors are finished with the exception of the final coat of paint, carpet, fan coil unit enclosures, and ceiling tiles in the hallways. The majority of the utilities are installed on the 1st floor. The three-story glass window is installed. Site work has begun, and the mechanical screen yard is under construction. The power switch-over and then generator will be functional before May 2016 graduation. The building is scheduled to be completed in

Summer 2016 for fall semester occupancy.

Phase 2 of the residence hall renovations umbrella 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, such as a new fire alarm system, replacement sprinkler standpipe system, new lightning protection system, replacement elevators, and upgrades to exit stairways.

The design A&E team of Waller/Todd/Sadler and LPA is well underway, with the preliminary submittal shipped to BCOM in February and the final submittal scheduled for May. The project is planned to be broken into an early demolition and electrical service package advertised for construction in mid-April, and a complete package advertised for construction in late May. Construction is scheduled to be complete for August 2017 move-in.

4. Whitt Hall Renovation

Project Budget-----\$8,933,000
State Pooled Bond

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

The renovation project for Whitt Hall will provide for complete interior renovation, including new mechanical, electrical, and plumbing 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 reviewed portions of the building’s brick veneer, slate shingles, and wood trim. The study identified areas needing intensive repair/replacement, and these items have been incorporated into the project scope.

The AE has completed final design and the project was advertised for construction in March. The construction is scheduled to commence in June and take approximately one year.

5. Reed-Curie Renovation

Project Budget----- TBD

Architect/Engineer Firm----- TBD

The Reed-Curie renovation project was included in the preliminary state budget, 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 basic science departments. Until final funding is approved, initial pre-programming studies have been performed, along with utility location studies in the area of the buildings. AE selection is underway, with advertisement for design services in March and Notice-to-Proceed for final design anticipated in July.

Action:

None; informational only.

ATTACHMENT C

2016-17
Tuition & Fee
Recommendations

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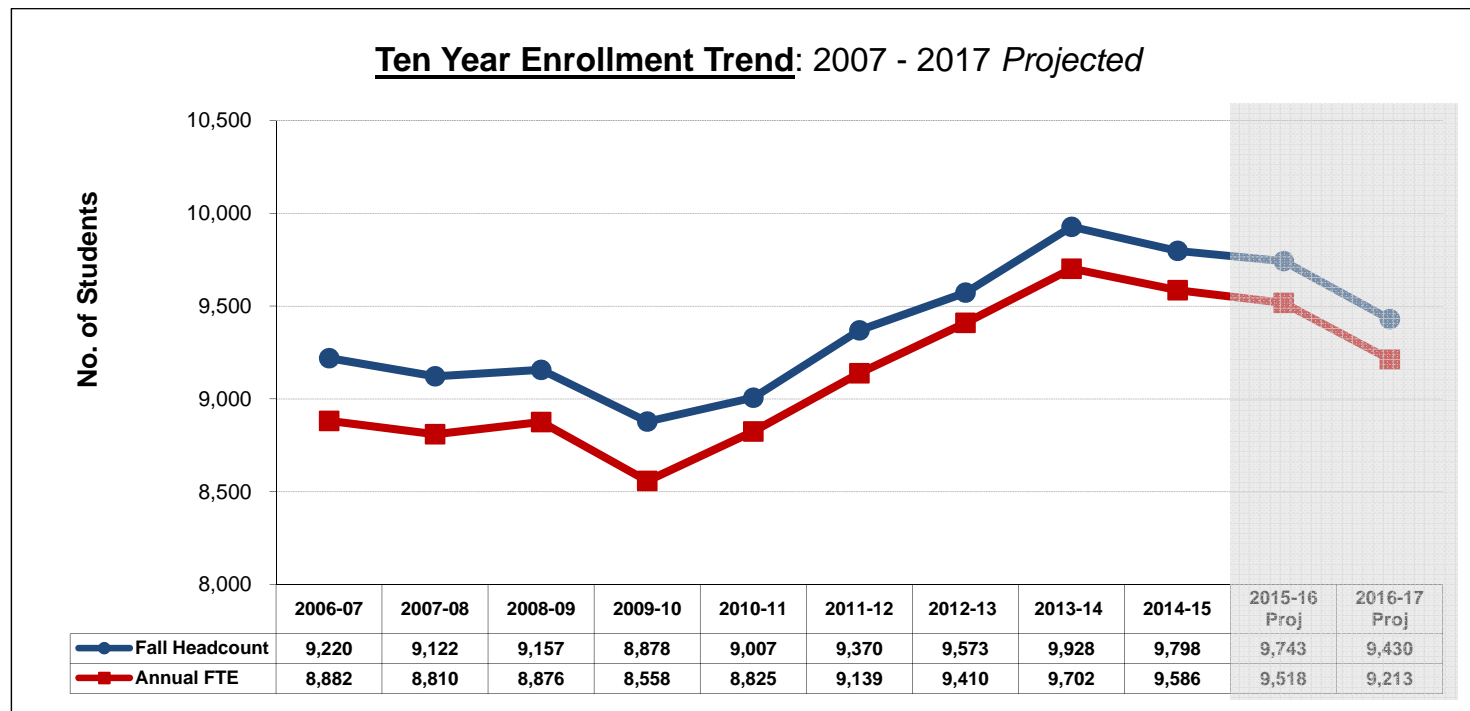
2016-17 Resource Allocation Analysis

	2016-17 Assumptions
<u>REVENUE</u>	
General Fund Changes	
2016-17 Central Accounts (Adjustment)	\$953,550
2015-16 Central Fund (Alignment)	363,027
2016-17 Base Funding (Access & Completion)	1,482,976
2016-17 Central Systems & Insurance Changes	19,146
2016-17 Salary Increase - 3% Partial	839,612
2016-17 Interest Earnings/CC Rebate	180,000
Total GF Change	3,838,311
Nongeneral Fund Changes	
Enrollment Changes - <i>Estimated</i>	(1,333,867)
Tuition Increase - <i>Estimated</i>	1,772,152
Total NGF Changes	438,285
Total Revenue Changes	\$4,276,596

2016-17 Resource Allocation Analysis

	2016-17 Assumptions		2016-17 Assumptions
EXPENSES		REALLOCATIONS	
Non-Discretionary Cost Increases		Pathways to Excellence & Program Start-up	
Mandatory Costs		PTE - Chemistry, Criminal Justice, RN-BSN	\$520,800
Salary Adjustments		Provost's Reallocation - PTE	(520,800)
2015-16 2% Sal Incr./Comp Adj - 4PPs	\$196,379	DAIM - Start-up	196,411
2016-17 3% Salary Incr. - 12PPs	1,354,213	Provost's Reallocation - DAIM	(108,017)
Fringe Adjustments		Sub-Total Board Mandates & Start-ups	88,394
Health Insurance/VRS Rate Changes	967,979	Total University Reallocations	\$88,394
Central Cost Commitments		SURPLUS/(DEFICIT)	(\$88,420)
AA Promotion & Tenure, Admissions, & DPT Clinicals	336,467		
Utilities Increases	70,000		
O&M New Facilities	373,197		
IT, SA, & Finance Contractual Escalators	159,420		
Transition Operating Support	224,550		
Facilities - Life Safety & Storm Water	92,348		
Admin Overhead/One-Time Operating/Recovery	432,087		
Sub-Total Central Commitments	4,206,640		
Division Recurring Requirements	69,982		
Total Non-Discretionary Cost Increases	\$4,276,622		

Enrollment Trends: 10-Year Trend



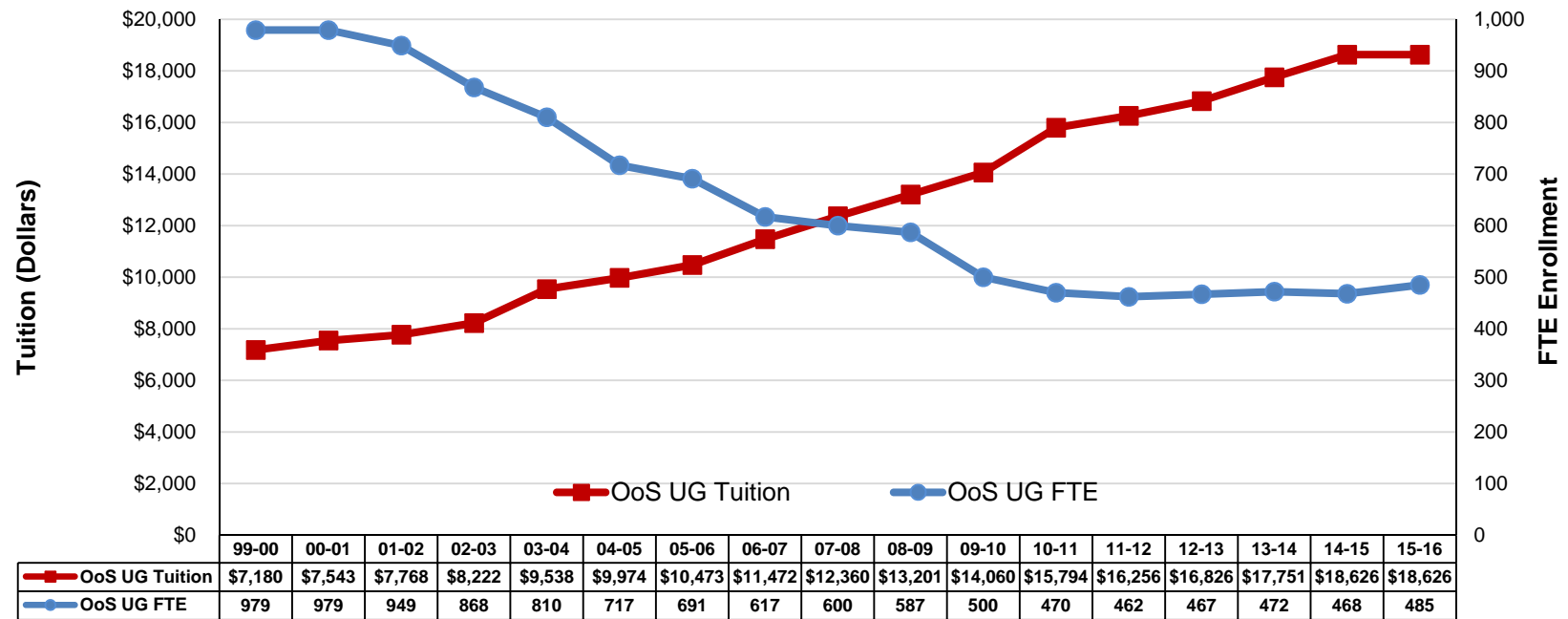
2016-17 Tuition & Fee Rate Proposals

RADFORD
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In-State Undergraduates Rates

	<u>Approved 2015-16</u>	<u>Proposed 2016-17</u>	<u>Dollar Increase</u>	<u>Percent Increase</u>
Undergraduate				
<u>In-state Undergraduate (full-time) - Recommendation for Tuition & Mandatory Fees is 2.77%</u>				
Tuition	\$6,788	\$6,991	\$203	2.99%
Mandatory Technology Fee	54	54	0	0.00%
Mandatory Comprehensive Fee	2,967	3,036	69	2.33%
Total In-state Undergraduate	\$9,809	\$10,081	\$272	2.77%
Room - Standard Double	4,978	5,127	149	2.99%
Board - 19 Meal Plan	3,868	3,984	116	3.00%
Total In-state Undergraduate Living in University Housing	\$18,655	\$19,192	\$537	2.88%

Out-of-State Undergraduate: Tuition & Enrollment Trends 2000 - 2016*



*2015-16 Estimated

Out-of-State Undergraduates Rates

	<u>Approved 2015-16</u>	<u>Proposed 2016-17</u>	<u>Dollar Increase</u>	<u>Percent Increase</u>
Undergraduate				
Out-of-state Undergraduate (full-time) - Recommendation for Tuition & Mandatory Fees is 0.31%				
Tuition	\$18,626	\$18,626	\$0	0.00%
Mandatory Capital Fee	446	446	0	0.00%
Mandatory Technology Fee	54	54	0	0.00%
Mandatory Comprehensive Fee	2,967	3,036	69	2.33%
Total Out-of-state Undergraduate	\$22,093	\$22,162	\$69	0.31%
Room - Standard Double	4,978	5,127	149	2.99%
Board - 19 Meal Plan	3,868	3,984	116	3.00%
Total Out-of-state Undergraduate Living in University Housing	\$30,939	\$31,273	\$334	1.08%

Traditional Graduate Rates

	<u>Approved 2015-16</u>	<u>Proposed 2016-17</u>	<u>Dollar Increase</u>	<u>Percent Increase</u>
Graduate				
<u>In-state Graduate (full-time) - Recommendation for Tuition & Mandatory Fees is 2.79%</u>				
Tuition	\$7,640	\$7,868	\$228	2.98%
Mandatory Technology Fee	54	54	0	0.00%
Mandatory Comprehensive Fee	2,967	3,036	69	2.33%
Total In-state Graduate	\$10,661	\$10,958	\$297	2.79%
<u>Out-of-State Graduate (full-time) - Recommendation for Tuition & Mandatory Fees is 0.35%</u>				
Tuition	\$16,394	\$16,394	\$0	0.00%
Mandatory Capital Fee	446	446	0	0.00%
Mandatory Technology Fee	54	54	0	0.00%
Mandatory Comprehensive Fee	2,967	3,036	69	2.33%
Total Out-of-state Graduate	\$19,861	\$19,930	\$69	0.35%

2015-16 VA Institutions Tuition & Fee Charges: Tuition & Fees - Four Year Publics

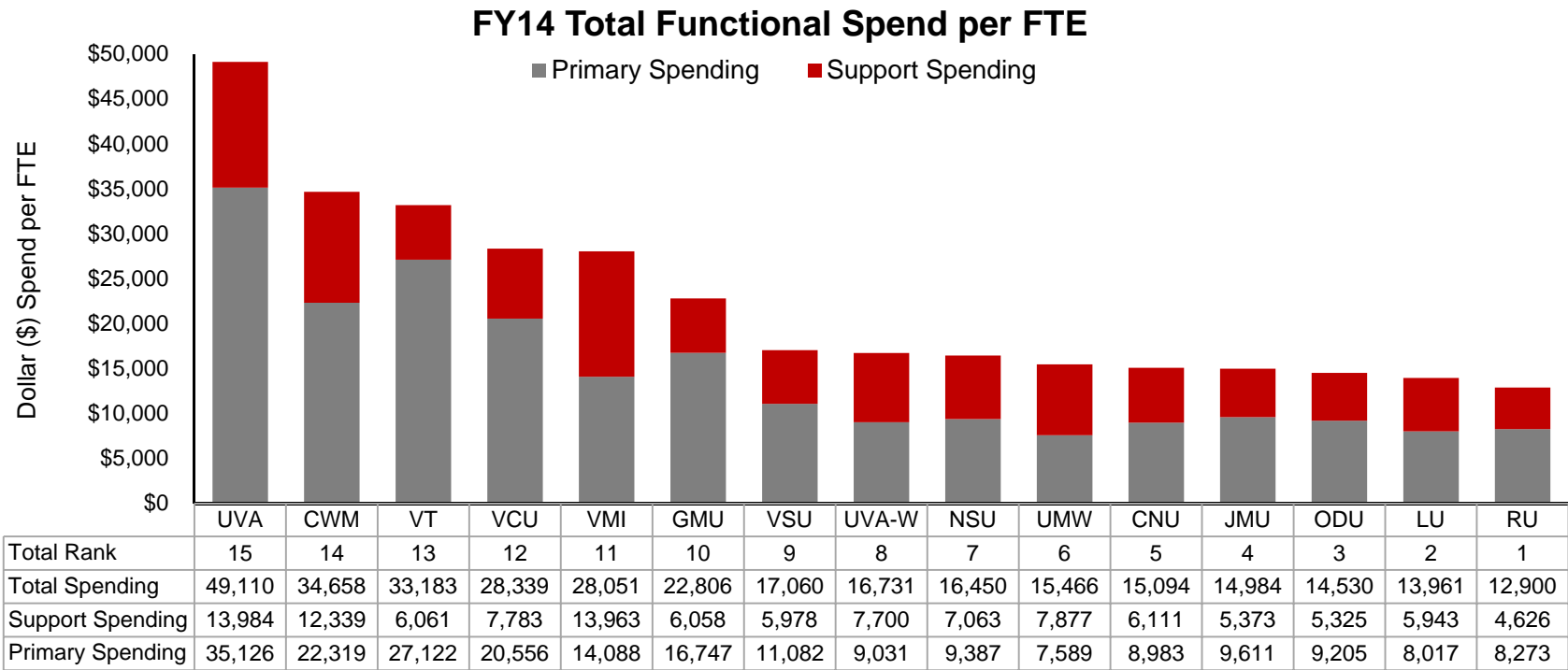
Total Tuition and Mandatory Fees In-State, Undergraduate Students								
Rank	Institution	FY12	FY13	FY14	FY15	FY16	\$ Change From FY15	% Change From FY15
1	College of William & Mary	\$13,132	\$13,570	\$15,463	\$17,656	\$19,372	\$1,716	9.7%
2	Virginia Military Institute	\$13,184	\$13,835	\$14,404	\$15,518	\$16,536	\$1,018	6.6%
3	University of Virginia	\$11,576	\$12,006	\$12,458	\$12,998	\$14,468	\$1,470	11.3%
4	Virginia Commonwealth University	\$9,517	\$9,885	\$12,002	\$12,398	\$12,772	\$374	3.0%
5	Christopher Newport University	\$10,084	\$10,572	\$11,092	\$11,646	\$12,526	\$880	7.6%
6	Virginia Tech	\$10,509	\$10,923	\$11,455	\$12,017	\$12,485	\$468	3.9%
7	Longwood University	\$10,530	\$10,890	\$11,340	\$11,580	\$11,910	\$330	2.8%
8	University of Mary Washington	\$8,806	\$9,246	\$9,660	\$10,252	\$11,070	\$818	8.0%
9	George Mason University	\$9,266	\$9,620	\$9,908	\$10,382	\$10,952	\$570	5.5%
10	James Madison University	\$8,448	\$8,808	\$9,176	\$9,662	\$10,066	\$404	4.2%
11	Radford University	\$8,320	\$8,590	\$8,976	\$9,360	\$9,809	\$449	4.8%
12	Old Dominion University	\$8,144	\$8,450	\$8,820	\$9,250	\$9,768	\$518	5.6%
13	University of Virginia at Wise	\$7,721	\$8,107	\$8,509	\$8,868	\$9,220	\$352	4.0%
14	Norfolk State University	\$6,690	\$6,760	\$7,226	\$7,552	\$8,366	\$814	10.8%
15	Virginia State University	\$7,090	\$7,420	\$7,784	\$8,002	\$8,226	\$224	2.8%
Average²		\$9,534	\$9,912	\$10,387	\$10,931	\$11,592	\$661	6.0%

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 (2013-14) - Four Year Publics



Questions?



ATTACHMENT C

RADFORD UNIVERSITY BOARD OF VISITORS
Business Affairs and Audit Committee
May 5, 2016

Action Item
Recommendation for 2016-17 Tuition and Fees

Executive Summary:

At the spring meeting of the Board of Visitors, tuition and fee recommendations are considered for the upcoming fiscal year. Many factors are reviewed when preparing the proposed tuition and fee rates including: legislative actions by the General Assembly, enrollment projections, mandatory cost increases, the Virginia Plan for Higher Education, critical programmatic needs, institutional priorities, and the economic outlook. The proposed resolution covers undergraduate and graduate tuition rates, required fees, and room and board charges for the upcoming 2016-17 academic year.

The University must address unavoidable cost increases for planned state mandated employee salary increases, fringe benefit and health insurance rate changes, promotion and tenure compensation adjustments, safety and security, contractual escalators, technology infrastructure support, and the operating and maintenance of new facilities coming online. The proposed tuition and fees recommendations are not only necessary to cover the aforementioned increases, but also to maintain essential instructional levels of program support and student services.

The State's financial outlook has improved significantly since the beginning of the current 2014-16 biennium and, as a result, the state has renewed its investment in higher education through this legislative session. The support will make a noticeable difference in reversing the impacts of prior year funding declines in higher education. The legislature has consciously made education, at all levels, a pillar of which the Commonwealth can build upon. Subsequently, the current 2016-18 Biennial Conference Budget, which remains under consideration, includes an additional \$1 billion in education funding, inclusive of more than \$200 million of general fund earmarked for higher education.

The University's total enrollment is anticipated to fall slightly below current levels. While the University continues to do well in recruiting an increasingly diverse mix of incoming students, competition for in-state undergraduate students has become progressively more competitive. Projections will continue to be monitored over the summer as potential students finalize their selections, but actual enrollments will not be confirmed until the Fall 2016 semester.

Giving full consideration to the aforementioned legislative, economic, and enrollment related factors for the 2016-17 academic year, tuition and mandatory fees are proposed to increase \$272, or 2.77 percent, for full-time in-state undergraduates and \$69, or 0.31 percent, for full-time out-of-state undergraduates. This recommendation represents a conservative, sufficient, and prudent funding approach for the University in 2016-17.

Authority for Setting Tuition and Fees:

The current tuition policies identified in the 2015 Acts of Assembly, Chapter 665, Section 4-2.01.b state:

2. a) The Boards of Visitors or other governing bodies of institutions of higher education may set tuition and fee charges at levels they deem to be appropriate for all resident student groups based on, but not limited to, competitive market rates, provided that the total revenue generated by the collection of tuition and fees from all students is within the nongeneral fund appropriation for educational and general programs provided in this act.

b) The Boards of Visitors or other governing bodies of institutions of higher education may set tuition and fee charges at levels they deem to be appropriate for all nonresident student groups based on, but not limited to, competitive market rates, provided that: i) the tuition and mandatory educational and general fee rates for nonresident undergraduate and graduate students cover at least 100 percent of the average cost of their education, as calculated through base adequacy guidelines adopted, and periodically amended, by the Joint Subcommittee Studying Higher Education Funding Policies, and ii) the total revenue generated by the collection of tuition and fees from all students is within the nongeneral fund appropriation for educational and general programs provided in this act.

8. a) Except as provided in Chapters 933 and 943 of the 2006 Acts of Assembly, Chapters 594 and 616 of the 2008 Acts of Assembly, and Chapters 675 and 685 of the 2009 Acts of Assembly, mandatory fees for purposes other than educational and general programs shall not be increased for Virginia undergraduates beyond five percent annually, excluding requirements for wage, salary, and fringe benefit increases, authorized by the General Assembly. Fee increases required to carry out actions that respond to mandates of federal agencies are also exempt from this provision, provided that a report on the purposes of the amount of the fee increase is submitted to the Chairmen of the House Appropriations and Senate Finance Committees by the institution of higher education at least 30 days prior to the effective date of the fee increase.

b) This restriction shall not apply in the following instances: fee increases directly related to capital projects authorized by the General Assembly; fee increases to support student health services; and other fee increases specifically authorized by the General Assembly.

Additionally, while not yet approved, the 2016-18 Conference Budget contains additional language in Item 185-1c related to the Board approval of tuition rate during the 2016-18 biennium. Specifically, the language states:

C. Out of this appropriation, \$1,482,976 the first year and \$2, 163,111 the second year from the general fund is designated to support the goals of access, affordability, quality, and increased degrees. Given the increased investment from the general fund during this biennium, it is the expression of the General Assembly that the institution seeks to minimize tuition and fee increases for in-state undergraduate students. This language shall be in effect for the 2016-18 biennium only. The Board of Visitors shall set the tuition rates for the

institution, and forward their action to the State Council of Higher Education for Virginia within three business days of such action. The Council shall analyze the Board's actions and report such analysis to the Chairmen of House Appropriations and Senate Finance Committees within three days of receipt, at which point, the Board's action shall be final. The Director of the Council shall report the final Board actions to the Chairmen by August 1, 2016 and August 1, 2017.

As an additional reference, a historical summary of tuition and fee policy trends is outlined in the State Council of Higher Education for Virginia's (SCHEV) 2015-16 Tuition and Fees at Virginia's State-Supported Colleges and Universities annual report dated July 2015 (pages 7-9, <http://www.schev.edu/Reportstats/TuitionFees/2015-16TFReport.pdf>).

Development of Proposed Tuition and Fee Rates:

The proposed tuition and fee recommendations consider the legislative requirements outlined above, the University's Six-Year Plan, projected enrollment, the 2016-18 biennial budget, mandatory cost drivers, Board programmatic directives, and the overall economic outlook. The following depicts the process used to derive the 2016-17 tuition and fee recommendations and outlines the impact of each variable as it relates to the recommendation. Please refer to Schedule A for a summary of the necessary resources outlay for 2016-17.

Educational & General (E&G) Program

Six-Year Planning Processes and 2016-17 Budget Development:

The Virginia Higher Education Opportunity Act of 2011 (TJ21) was passed by the 2011 General Assembly and is based on recommendations from the Governor's Commission on Higher Education Reform, Innovation and Investment formed through Executive Order No. 9 issued in March 2010. The TJ21 legislation requires institutions of higher education to prepare and submit a "Six-Year Plan" by July 1st each year in accordance with criteria outlined by the Higher Education Advisory Committee (HEAC). This landmark legislation also codifies a funding framework for higher education and identifies specific goals such as 100,000 new undergraduate degrees by 2025, increased retention and degree completion, optimal year-round utilization of resources, and investments in STEM-H programs.

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

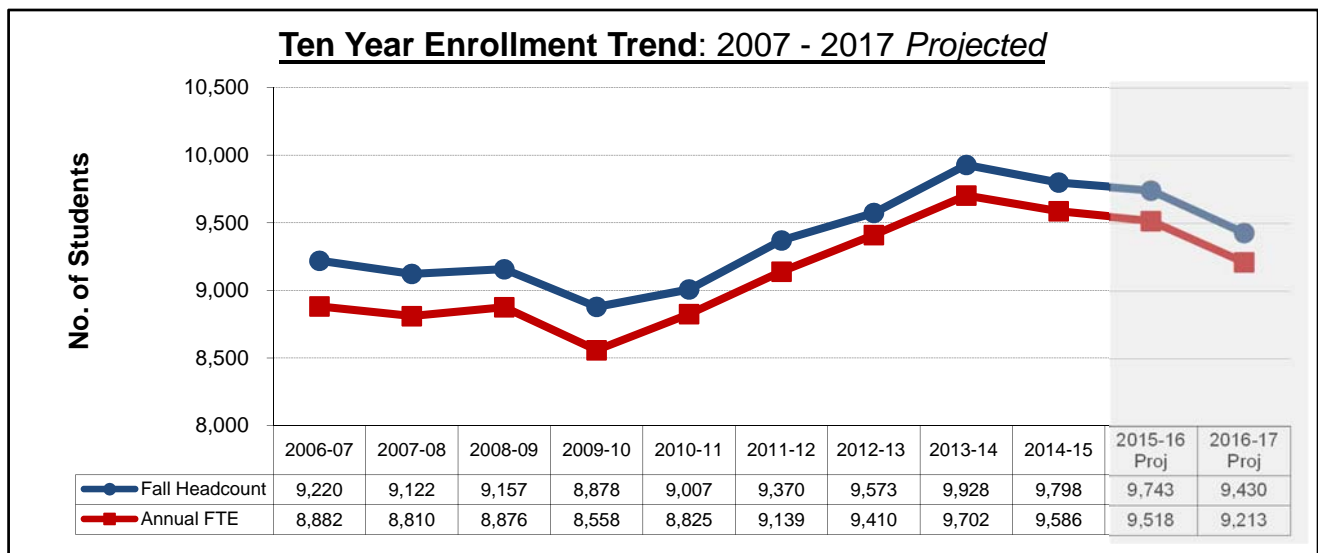
The University submitted the initial 2016-18 Six-Year Plan to SCHEV this fiscal year. The University will be required to resubmit the 2016-18 plan with any updates to SCHEV by July 1, 2016. The University's Six-Year Plan identifies the targeted objectives and strategies to achieve

both state and institutional goals and provides a foundation for preparing tuition and mandatory fee recommendations for consideration by the Board of Visitors.

Enrollment Trend:

Within recent history, Radford University experienced a significant enrollment growth in total student population. Between Fall 2010 and Fall 2013 the University increased 877 full-time equivalent (FTE) students from 8,825 to 9,702 respectively. Since that time, total enrollment has declined slightly but is anticipated to level off.

Following is the 10-year history on enrollment trends based on student headcount and full-time equivalent (FTE):



Considering Fall 2015 census data, guidance from SCHEV on enrollment trends, and demographic changes in the high school student pipeline, the 2016-17 proposed tuition and fees rates are based on a conservative enrollment target. These projections are less than that of the current year, but is a prudent decision given the current recruitment landscape. It is estimated enrollment, independent of other factors, will contribute a \$1,333,867 decline in tuition revenue from originally projected 2015-16 levels. For illustrative purposes, to offset the impact of enrollment by itself, in-state tuition rates would need to increase, at minimum, by 2.27 percent in 2016-17.

While increases in tuition and fee revenue, whether receipted from enrollment growth or rate increases, reflect a significant portion of the resources needed to support student’s cost of education, similarly state general fund support is needed to cover the remaining portion. In the past, as enrollments have grown specifically from in-state undergraduates, state general fund support for “new in-state seats” has not been allocated at the same proportion. This constrains the institution’s ability to fully fund the needs of the institution. So while enrollment is a significant part of the discussion, so too is state general fund support.

Radford University is very reliant upon state general fund support due to the significant number of in-state undergraduate students served (94.2 percent as of Fall 2015). SCHEV's calculation identifies that the University's E&G program should be funded 62 percent by the state and 38 percent through institutional nongeneral fund sources (i.e. tuition, E&G fees, etc.). However, SCHEV's most recent calculation (September 2015) reflects an inversion with the University funding 61 percent from institutional nongeneral fund sources and 39 percent from state funding.

Mandatory Cost Increases:

2016 General Assembly Session Action

During the 2016 General Assembly Session, the Governor, House of Delegates, and Senate all renewed their commitment and support for higher education by offering funding proposals in support of universities and their students. In total, the Conference Budget contains approximately \$200 million in general fund support for higher education and institutions across the Commonwealth in fiscal year 2016-17 alone. Radford University's portion of this funding is anticipated to be \$5.6 million.

A portion of this funding will be used to offset the costs associated with a state mandated three percent salary increase and to address rising fringe benefit costs mostly related to health insurance rate changes of 9.6 percent. This cost will be mitigated slightly by decreases to the employer share of the Virginia Retirement System (VRS) contribution rates due to the lump sum payment planned for year-end 2015-16, which will repay VRS for deferred contributions accrued over the 2010-12 biennium.

The largest share of E&G funding support has been appropriated on behalf of Access, Affordability, and Completion. Funds have been allocated across the Universities as an incentive to deliver quality education, limit the impact of future tuition increases, and increase graduation rates among in-state students. In addition, the funding is also expected to be used to support college completion efforts for underrepresented student populations.

Similarly, the support provided for student financial assistance will be used for increased need-based aid at the undergraduate level, while the graduate aid will be used to further the University's graduate assistantship program. It should be noted that the undergraduate aid for 2017-18 has been allocated directly to SCHEV. Over the course of the next year, the financial aid funding model methodology is to be reviewed by the Higher Education Joint Subcommittee and allocations are likely to change over the next legislative session.

It is estimated that in 2016-17 the total cost for the state mandated salary increases and fringe benefit rate adjustments will total \$2,518,571. The estimated incremental general fund support received for this purpose of \$1,812,308 will assist in defraying the cost. However, the University will still need to provide an additional \$706,263 to fully fund the mandated changes.

The following schedule reflects the anticipated funding from the 2016 General Assembly Session providing additional general fund support for the University in 2016-17:

2016 General Assembly Session Funding:

	2016-17
E&G - Educational & General	
2015-16 Central Account Realignment	\$363,027
2016-17 Central Account Adjustment (a)	
Salary & Fringe Annualization	251,781
Workers Compensation	1,592
Health Insurance & VRS Rate Changes	700,177
2016-17 Central Systems & Insurance	19,146
2016-17 Access, Affordability & Completion	1,482,976
2016-17 3% Salary Increase (b)	839,612
2016-17 Interest Earning / Rebates (b)	180,000
Total E&G General Fund Recommendations	\$3,838,311
SFA - Student Financial Assistance	
In-State Undergraduate Financial Aid	1,685,086
In-State Graduate Financial Aid	171,128
Total SFA General Fund Recommendations	\$1,856,214
Total General Fund Recommendations	\$5,694,525

Notes:

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

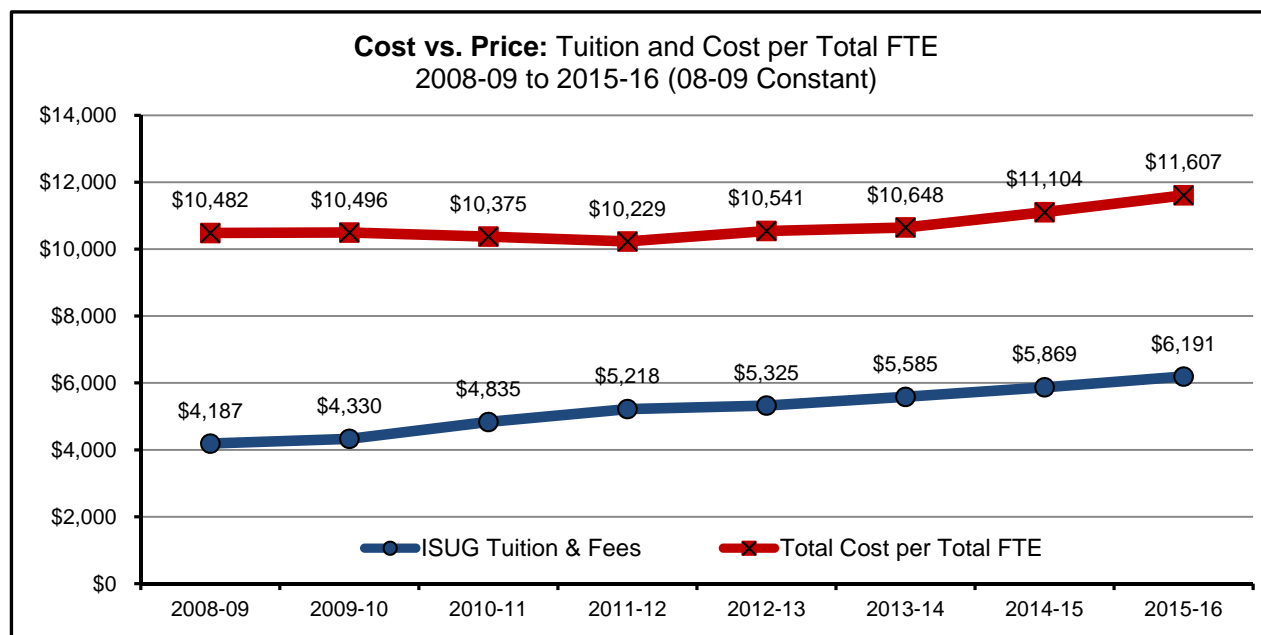
(b) The Conference Budget did not provide an institutional breakout for appropriations related to either the 3% Salary Increase or Interest Earnings. Therefore, the funding reflects an estimate proportionate to Radford University's projected share of total.

Other Mandatory Costs:

In addition to the state mandated items, the University must also address teaching and research faculty promotion and tenure contractual commitments, operation and maintenance of new and existing facilities, contractual escalators for technology and maintenance contracts, escalating utilities, and committed cost for previously approved projects. These initiatives, referred to as central cost commitments, combine to total \$1,688,069. For additional details, Schedule A provides a breakdown of the mandatory cost requirements.

Division Program Requirements:

After an extensive review of division programmatic requirements and requests that were submitted by each Vice President, the total amount of funding needed across all operating divisions for programmatic needs in 2016-17 totals only \$69,982. While many requests were submitted to further operational priorities, unfortunately due to significant mandatory cost factors and limited incremental revenue availability, only a handful were able to be addressed. Therefore, the allocation of these resources has been deemed necessary to fund the absolute highest priorities across each division and address only the most critical of needs.



Mandatory and programmatic cost increases can greatly impact tuition rates, i.e. price; however, the University has greatly limited their impact over the last few years. While in-state undergraduate tuition and fee rates have climbed \$2,004 from 2008-09 to 2015-16 when adjusted for inflation (2008-09 Constant), the total cost per total FTE during the same period has risen \$1,125; ultimately containing cost increases to a more modest pace.

Resource Reallocation:

The University continues to seek out reallocation opportunities to fund new initiatives in order to keep costs low and maintain value for the student population. The most notable reallocations slated for 2016-17 are related to program enhancement in the Division of Academic Affairs. In order to finalize the implementation of the mandated Pathways to Excellence programs, i.e. Chemistry, Criminal Justice, and RN-BSN, Academic Affairs will reallocate \$520,800. In addition, Academic Affairs will be reallocating an additional \$108,017 to fund the initiation of the M.S. in Data and Information Management (DAIM) program. The total funding required for

this program will be \$196,411. The balance of \$88,394 will be covered by additional central University resources.

Out-of-State Tuition Outlook:

A proposed tuition increase for out-of-state undergraduates is not recommended for 2016-17. While recruitment efforts have been constant, there is an indication that the University is reaching a point of diminishing return relative to tuition rates. SCHEV's cost of education calculation demonstrates that out-of-state students (undergraduates and graduates) are currently covering 151 percent (SCHEV July 2015 Agenda Book, page RP6) of the average cost of education while only required to cover 100 percent.

If out-of-state tuition were increased at the proportional rate of in-state tuition, it is believed that at such a price, out-of-state enrollment may decline and overall impair the University's ability to attract and recruit such students. To generate an equivalent amount of additional tuition revenue from out-of-state students without a tuition increase, the University would need to bring in approximately 31 new full-time, full-paying out-of-state undergraduates.

E&G Summary:

Taking all of the above into consideration, the following represents the major factors considered in the proposed 2016-17 tuition rates by respective full-time student classification. The proposed recommendation considers (1) state guidelines outlined in the six-year plan, (2) mandatory cost increases such as salary, fringe benefit and health insurance adjustments, (3) reallocation and reduction strategies to mitigate the tuition increase, and (4) essential programmatic needs of the University to sustain critical instructional support and student services, especially given projected enrollment.

Refer to the Summary of Tuition and Fees for 2016-17, Schedule B at the end of this document, for the proposed rates. Part-time tuition rates are derived from the respective full-time tuition rate and can also be referenced in the Summary of Tuition and Fees for 2016-17.

Virginia Educator Tuition:

The Virginia Educator rate is a reduced tuition rate for Virginia elementary and secondary school personnel, regardless of residency status, and assists with maintaining certification and supporting continued improvement in the quality of education provided to the citizens of the Commonwealth. This policy was implemented by the University in recognition of the importance for Virginia educators to enhance their professional knowledge and skills through recertification.

To be eligible for the reduced tuition rate, educators (including teachers, administrators, counselors, librarians, coaches and other instructional support staff) must be a full-time contractual employee in a K-12 public or private school in the Commonwealth of Virginia. The courses must be for professional development (e.g. graduate degree, additional endorsements, or for re-licensure), not for planned career changes outside of education. Students pay

approximately 77 percent of the approved standard in-state graduate per credit hour tuition rate. Refer to the Summary of Tuition and Fees for 2016-17, Schedule B at the end of this document, for the proposed rate.

Differential Tuition:

Differential tuition is recommended for specialized, high-demand, and/or costly programs. The current programs approved to charge differential tuition rates include: Master of Occupational Therapy (MOT), Doctor of Nursing Practice (DNP), Doctor of Physical Therapy (DPT), and Master of Fine Arts (MFA) in Design Thinking. Differential tuition was identified in the proposals submitted to the State Council for Higher Education (SCHEV) to support these programs.

Consistent with the traditional tuition rate changes proposed for 2016-17, a tuition increase is proposed for each differential tuition program. The comprehensive and other applicable fees will be in addition to the per-credit-hour fee unless otherwise noted.

Refer to the Summary of Tuition and Fees for 2016-17, Schedule B at the end of this document, for the proposed rate.

Technology Fee:

A technology fee was first approved in 2010-11 to assist with covering increasing costs associated with supporting technology services provided to students. This fee facilitates standardized student software requirements, such as Microsoft Office and antivirus protection. It also supports the increased demand on the campus network infrastructure, incremental cost for the student enterprise system, and emerging classroom technologies.

The fee is not recommended to increase in 2016-17. Refer to the Summary of Tuition and Fees for 2016-17, Schedule B at the end of this document, for the proposed rate.

Online Program Fee:

In the fall of 2010, the University offered its first, fully online degree program with the Doctor of Nursing Practice (DNP). Programs offered wholly online require specialized technology support and infrastructure. The online program fee is used to assist with supporting hardware, software, network infrastructure, and technical personnel costs associated with administering online programs. In 2012-13, the Master of Fine Arts (MFA) in Design Thinking became the second program authorized to require the online program fee.

The online program fee is recommended to remain at \$25 per credit hour in 2016-17. Degree programs assessed the online program fee are not assessed the comprehensive fee. Additionally, this fee is not intended to be assessed to individual courses taught through distance education or other online channels. Refer to the Summary of Tuition and Fees for 2016-17, Schedule B at the end of this document, for the proposed rate.

Out-of-State Capital Fee:

The 2003 General Assembly required the establishment of a capital fee to be assessed to all out-of-state students at institutions of higher education in Virginia to pay a portion of the debt service on bonds issued under the 21st Century Program. The General Assembly increased the per credit hour fee in 2007, 2009, 2010, and 2012. The fee is not recommended to increase in 2016-17. Refer to the Summary of Tuition and Fees for 2016-17, Schedule B at the end of this document for the proposed rate.

Auxiliary Enterprises Program

Comprehensive Fee:

The comprehensive fee is used to support certain student services and programs and is paid by all enrolled students, except select fully online programs of study identified as exclusions. These auxiliary enterprise activities are required to be self-supporting and, as such, do not receive any state support. Therefore they must also maintain sufficient fund balances to provide their own operating support, renewal and replacement of equipment, and capital reserves.

The recommended 2.33 percent increase in the comprehensive fee is necessary to fund required increases in state mandated salary increases, fringe benefit and health insurance rate adjustments, maintenance and operating expenses, contract escalators, transit services, programmatic requirements, scholarships, and all associated indirect cost charges. The proposed increase also considers enrollment projections for the coming year and is below the 5.00 percent limit allowed in the state appropriations act.

Following is a description of each component of the comprehensive fee:

Athletics: The student fee supports the intercollegiate athletic program which includes athletic administration, intercollegiate varsity sports teams, travel, scholarships, operation and maintenance of facilities, auxiliary indirect cost, and equipment. This fee entitles students to free admission into all sporting events.

Auxiliary Building/Facilities: The student fee supports auxiliary operation and maintenance of facilities, facilities staff, maintenance reserve projects, leased properties, insurance, auxiliary indirect cost, and equipment.

Auxiliary Support: The student fee supports auxiliary support personnel, operations and direct student cost associated with the student RU Express/I.D. office, technology support, photocopying services, and student wages.

Debt Service: The student fee supports debt service payments for auxiliary construction and renovation projections such as the Student Recreation and Wellness Center.

Recreation: The student fee supports the personnel, operations, maintenance, and equipment of all student recreation and intramural facilities and fields.

Student Activities: The student fee supports student programs, clubs, organizations, activities, and events for groups such as R-Space, Student Government Association, Greek Life, Student Organization Assistance and Resources (SOAR), LEAD Scholars Program, etc. Students can attend most events free of charge or at greatly reduced rates, depending on the type of event.

Student Health: The student fee supports general medical services provided by the Radford University Student Health Center, normal counseling services provided by Radford University Student Counseling Center, the Disability Resource Office (DRO) and educational and support services provided by the RU SAVES (Substance Abuse and Violence Education Support) Office.

Student Union: The student fee supports administrative and student personnel, operations, maintenance, programmatic events, and equipment for the Bonnie Hurlburt Student Center and Heth Hall meeting rooms.

Transportation: The student fee supports unlimited access to the Radford Transit bus service for enrolled Radford University students. Connections to other transit services (e.g. Megabus, Smart Way Bus, Blacksburg Transit, etc.) may have separate user fees.

Refer to the Summary of Tuition and Fees for 2016-17, Schedule B at the end of this document, for the proposed rate.

Room Rates:

The proposed 2016-17 average double occupancy room rate increase of 3.00 percent is necessary to cover increased costs associated with scholarships, maintenance and operations, programmatic requirements, debt service payments, state mandated salary increases, fringe benefit and health insurance rate adjustments, student support services, and all associated indirect cost charges.

Currently, there are five different room types offered as part of the on-campus housing program. The room types include: standard double occupancy, traditional double occupancy, standard single occupancy, traditional single occupancy, and university managed apartments. Single occupancy room assignments are based upon availability and are not necessarily guaranteed.

Refer to the Summary of Tuition and Fees for 2016-17, Schedule B at the end of this document, for the proposed rates.

Board/Off-Campus Meal Plans:

The proposed 2016-17 board and off-campus meal plan rate increase of 3.00 percent is necessary to cover costs associated with the annual dining services contractual agreement and indirect cost charges. Students living on-campus must select one of the on-campus board plans as part of their housing agreement. Off-campus students may elect to participate in any of the approved meal plan options.

Please refer to the Summary of Tuition and Fees for 2016-17, Schedule B at the end of this document, for the proposed rates.

For reference, Schedule C is an excerpt from the 2015-16 Operating Budget Plan and Financial Overview, which includes comparative charts and graphs of tuition and fees at Virginia's public four-year institutions of higher education. Radford University is a best value as the third lowest total cost (tuition, fees, room and board) provider among Virginia's four-year public institutions.

Radford University Board of Visitors – Business Affairs & Audit Committee
 May 5, 2016
 Recommendation for 2016-17 Tuition & Fees

Schedule A:
2016-17 Resource Allocation Analysis

	2016-17 Assumptions		2016-17 Assumptions
REVENUE		EXPENSES	
General Fund Changes		Non-Discretionary Cost Increases	
2016-17 Central Accounts (Adjustment)	\$953,550	Mandatory Costs	
2015-16 Central Fund (Alignment)	363,027	Salary Adjustments	
2016-17 Base Funding (Access & Completion)	1,482,976	2015-16 2% Sal Incr./Comp Adj - 4PPs	\$196,379
2016-17 Central Systems & Insurance Changes	19,146	2016-17 3% Salary Incr. - 12PPs	1,354,213
2016-17 Salary Increase - 3% Partial	839,612	Fringe Adjustments	
2016-17 Interest Earnings/CC Rebate	180,000	Health Insurance/VRS Rate Changes	967,979
Total GF Change	3,838,311	Central Cost Commitments	
Nongeneral Fund Changes		AA Promotion & Tenure, Admissions, & DPT Clinicals	336,467
Enrollment Changes - <i>Estimated</i>	(1,333,867)	Utilities Increases	70,000
Tuition Increase - <i>Estimated</i>	1,772,152	O&M New Facilities	373,197
Total NGF Changes	438,285	IT, SA, & Finance Contractual Escalators	159,420
Total Revenue Changes	\$4,276,596	Transition Operating Support	224,550
		Facilities - Life Safety & Storm Water	92,348
		Admin Overhead/One-Time Operating/Recovery	432,087
		Sub-Total Central Commitments	4,206,640
		Division Recurring Requirements	69,982
		Total Non-Discretionary Cost Increases	\$4,276,622
		REALLOCATIONS	
		Pathways to Excellence & Program Start-up	
		PTE - Chemistry, Criminal Justice, RN-BSN	\$520,800
		Provost's Reallocation - PTE	(520,800)
		DAIM - Start-up	196,411
		Provost's Reallocation - DAIM	(108,017)
		Sub-Total Board Mandates & Start-ups	88,394
		Total University Reallocations	\$88,394
		SURPLUS/(DEFICIT)	(\$88,420)

Schedule B:
Summary of Proposed 2016-17 Tuition and Fees

	<u>Approved 2015-16</u>	<u>Proposed 2016-17</u>	<u>Dollar Increase</u>	<u>Percent Increase</u>
Undergraduate				
<u>In-state Undergraduate (full-time) - Recommendation for Tuition & Mandatory Fees is 2.77%</u>				
Tuition	\$6,788	\$6,991	\$203	2.99%
Mandatory Technology Fee	54	54	0	0.00%
Mandatory Comprehensive Fee	2,967	3,036	69	2.33%
Total In-state Undergraduate	\$9,809	\$10,081	\$272	2.77%
Room - Standard Double	4,978	5,127	149	2.99%
Board - 19 Meal Plan	3,868	3,984	116	3.00%
Total In-state Undergraduate Living in University Housing	\$18,655	\$19,192	\$537	2.88%
<u>Out-of-state Undergraduate (full-time) - Recommendation for Tuition & Mandatory Fees is 0.31%</u>				
Tuition	\$18,626	\$18,626	\$0	0.00%
Mandatory Capital Fee	446	446	0	0.00%
Mandatory Technology Fee	54	54	0	0.00%
Mandatory Comprehensive Fee	2,967	3,036	69	2.33%
Total Out-of-state Undergraduate	\$22,093	\$22,162	\$69	0.31%
Room - Standard Double	4,978	5,127	149	2.99%
Board - 19 Meal Plan	3,868	3,984	116	3.00%
Total Out-of-state Undergraduate Living in University Housing	\$30,939	\$31,273	\$334	1.08%

	<u>Approved 2015-16</u>	<u>Proposed 2016-17</u>	<u>Dollar Increase</u>	<u>Percent Increase</u>
Graduate				
<u>In-state Graduate (full-time) - Recommendation for Tuition & Mandatory Fees is 2.79%</u>				
Tuition	\$7,640	\$7,868	\$228	2.98%
Mandatory Technology Fee	54	54	0	0.00%
Mandatory Comprehensive Fee	2,967	3,036	69	2.33%
Total In-state Graduate	\$10,661	\$10,958	\$297	2.79%

<u>Out-of-State Graduate (full-time) - Recommendation for Tuition & Mandatory Fees is 0.35%</u>				
Tuition	\$16,394	\$16,394	\$0	0.00%
Mandatory Capital Fee	446	446	0	0.00%
Mandatory Technology Fee	54	54	0	0.00%
Mandatory Comprehensive Fee	2,967	3,036	69	2.33%
Total Out-of-state Graduate	\$19,861	\$19,930	\$69	0.35%

Differential Tuition & Fees

Master of Occupational Therapy (MOT) In-State (per credit hour)

Tuition	\$324	\$333	\$9	2.78%
Mandatory Technology Fee ¹	3	3	0	0.00%
Mandatory Comprehensive Fee ¹	124	127	3	2.42%
Total In-state Graduate MOT	\$451	\$463	\$12	2.66%

Master of Occupational Therapy (MOT) Out-of-State (per credit hour)

Tuition	\$865	\$890	\$25	2.89%
Mandatory Capital Fee ¹	19	19	0	0.00%
Mandatory Technology Fee ¹	3	3	0	0.00%
Mandatory Comprehensive Fee ¹	124	127	3	2.42%
Total Out-of-state Graduate	\$1,011	\$1,039	\$28	2.77%

¹ For applicable differential tuition programs, students enrolled in 12 to 18 credit hours will be assessed up to the annualized rate of \$1,518 per semester for the mandatory comprehensive fee, \$27 per semester for the technology fee, and \$223 per semester for the Out-of-State Capital Fee.

Radford University Board of Visitors – Business Affairs & Audit Committee
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 Recommendation for 2016-17 Tuition & Fees

	<u>Approved</u> <u>2015-16</u>	<u>Proposed</u> <u>2016-17</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	\$433	\$445	\$12	2.77%
Mandatory Technology Fee ¹	3	3	0	0.00%
Mandatory Online Program Fee ²	25	25	0	0.00%
Total In-state Graduate DNP	\$461	\$473	\$12	2.60%

<u>Doctor of Nursing Practice (DNP) Out-of-State (per credit hour)</u>				
Tuition	\$884	\$910	\$26	2.94%
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	\$931	\$957	\$26	2.79%

<u>Doctor of Physical Therapy (DPT) In-State (per credit hour)</u>				
Tuition	\$413	\$424	\$11	2.66%
Mandatory Technology Fee ¹	3	3	0	0.00%
Mandatory Comprehensive Fee ¹	124	127	3	2.42%
Total In-state Graduate DPT	\$540	\$554	\$14	2.59%

<u>Doctor of Physical Therapy (DPT) Out-of-State (per credit hour)</u>				
Tuition	\$858	\$883	\$25	2.91%
Mandatory Capital Fee ¹	19	19	0	0.00%
Mandatory Technology Fee ¹	3	3	0	0.00%
Mandatory Comprehensive Fee ¹	124	127	3	2.42%
Total Out-of-state Graduate DPT	\$1,004	\$1,032	\$28	2.79%

¹ For applicable differential tuition programs, students enrolled in 12 to 18 credit hours will be assessed up to the annualized rate of \$1,518 per semester for the mandatory comprehensive fee, \$27 per semester for the technology fee, and \$223 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.

Radford University Board of Visitors – Business Affairs & Audit Committee
 May 5, 2016
 Recommendation for 2016-17 Tuition & Fees

	<u>Approved 2015-16</u>	<u>Proposed 2016-17</u>	<u>Dollar Increase</u>	<u>Percent Increase</u>
<u>Master of Fine Arts in Design Thinking In-State (per credit hour)</u>				
Tuition	\$639	\$657	\$18	2.82%
Mandatory Technology Fee ¹	3	3	0	0.00%
Mandatory Online Program Fee ²	25	25	0	0.00%
Total In-state Graduate DNP	\$667	\$685	\$18	2.70%

<u>Master of Fine Arts in Design Thinking Out-of-State (per credit hour)</u>				
Tuition	\$639	\$657	\$18	2.82%
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	\$686	\$704	\$18	2.62%

¹ For applicable differential tuition programs, students enrolled in 12 to 18 credit hours will be assessed up to the annualized rate of \$1,518 per semester for the mandatory comprehensive fee, \$27 per semester for the technology fee, and \$223 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, 2016 Wintermester and Summer³ Rates

<u>Tuition</u>	<u>Approved 2015-16</u>	<u>Proposed 2016-17</u>	<u>Dollar Increase</u>	<u>Percent Increase</u>
<i>Undergraduate</i>				
In-state	\$283	\$291	\$8	2.83%
Out-of-state	776	776	0	0.00%
<i>Graduate</i>				
In-state	318	328	10	3.14%
Out-of-state	683	683	0	0.00%
In-state MOT	324	333	9	2.78%
Out-of-state MOT	865	890	25	2.89%
In-state DPT	413	424	11	2.66%
Out-of-state DPT	858	883	25	2.91%
In-state DNP	433	445	12	2.77%
Out-of-state DNP	884	910	26	2.94%
In-state MFA	639	657	18	2.82%
Out-of-state MFA	639	657	18	2.82%
Virginia Educator	245	251	6	2.45%
<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	124	127	3	2.42%

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.

Radford University Board of Visitors – Business Affairs & Audit Committee
 May 5, 2016
 Recommendation for 2016-17 Tuition & Fees

Comprehensive Fee

	Approved 2015-16	Proposed 2016-17	Dollar Increase	Percent Increase
Mandatory Comprehensive Fee				
Athletics	\$1,180	\$1,180	\$0	0.00%
Auxiliary Building/Facilities	240	248	8	3.33%
Auxiliary Support	185	194	9	4.86%
Debt Service	299	299	0	0.00%
Recreation	260	275	15	5.77%
Student Activities	124	129	5	4.03%
Student Health	297	312	15	5.05%
Student Union	265	276	11	4.15%
Transportation	117	123	6	5.13%
Total Comprehensive Fee	\$2,967	\$3,036	\$69	2.33%

Fall & Spring Annual Room Rates⁴

	Approved 2015-16	Proposed 2016-17	Dollar Increase	Percent Increase
Room				
Traditional double	\$4,408	\$4,540	\$132	2.99%
Standard double	4,978	5,127	149	2.99%
Traditional single	6,434	6,627	193	3.00%
Standard single	7,082	7,294	212	2.99%
University managed apartments	5,136	5,290	154	3.00%

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

	Approved 2015-16	Proposed 2016-17	Dollar Increase	Percent Increase
On-Campus Board Plan				
Flex Plan	\$3,752	\$3,865	\$113	3.01%
19 Meal Plan	3,868	3,984	116	3.00%
15 Meal Plan	3,764	3,877	113	3.00%
Off-Campus Meal Plan (optional)				
Flex Jr. Plan	\$1,896	\$1,953	\$57	3.01%
65 Meal Plan	946	974	28	2.96%
90 Meal Plan	1,309	1,348	39	2.98%
5 Meal Plan	1,394	1,436	42	3.01%

⁵ Notes:

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

Schedule C:
2015-16 Operating Budget Plan and Financial Overview

2015-16 Tuition and Fees Overview

Source: 2015-16 Operating Budget Plan and Financial Overview

Students are charged tuition that supports the Educational & General (E&G) program and comprehensive, room, and board fees that support the Auxiliary Enterprises program.

Tuition: Radford University’s tuition, approved annually by the Radford University Board of Visitors, is divided into the following four major classifications:

- **In-state undergraduate**
- **Out-of-state undergraduate**
- **In-state graduate**
- **Out-of-state graduate**

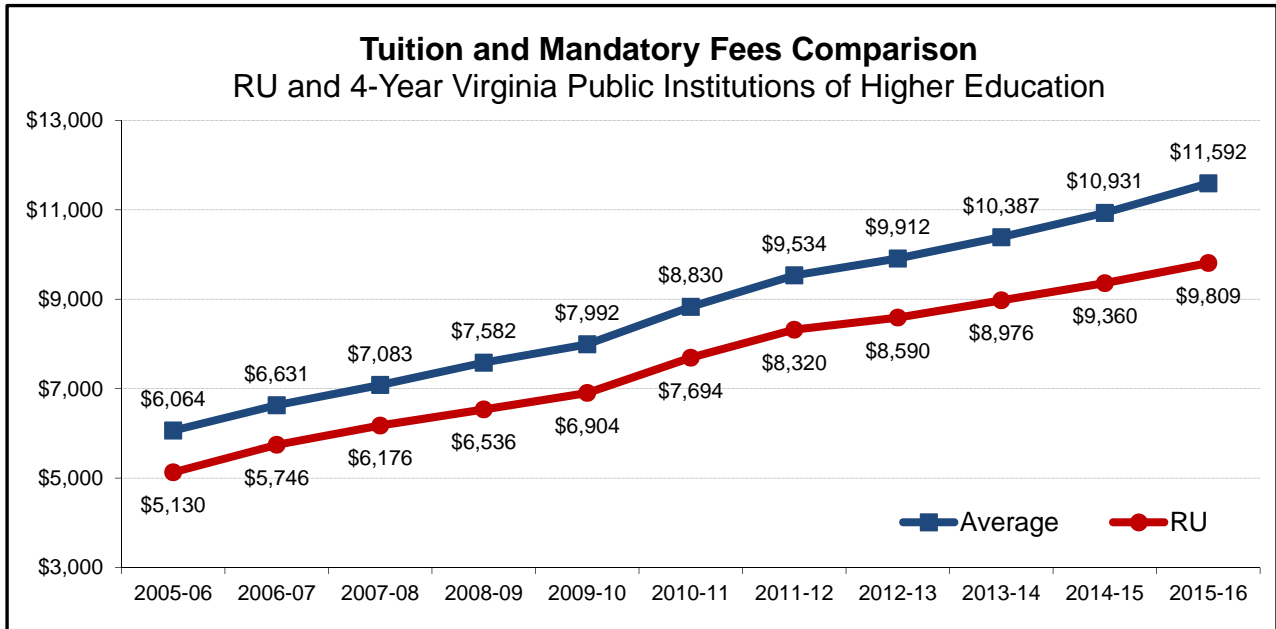
Radford University’s Tuition and Mandatory Fee rates from fiscal years 2012 through 2016 are as follows:

Total Tuition and Mandatory Fees								
In-State, Undergraduate Students								
Rank	Institution	FY12	FY13	FY14	FY15	FY16	\$ Change From FY15	% Change From FY15
1	College of William & Mary	\$13,132	\$13,570	\$15,463	\$17,656	\$19,372	\$1,716	9.7%
2	Virginia Military Institute	\$13,184	\$13,835	\$14,404	\$15,518	\$16,536	\$1,018	6.6%
3	University of Virginia	\$11,576	\$12,006	\$12,458	\$12,998	\$14,468	\$1,470	11.3%
4	Virginia Commonwealth University	\$9,517	\$9,885	\$12,002	\$12,398	\$12,772	\$374	3.0%
5	Christopher Newport University	\$10,084	\$10,572	\$11,092	\$11,646	\$12,526	\$880	7.6%
6	Virginia Tech	\$10,509	\$10,923	\$11,455	\$12,017	\$12,485	\$468	3.9%
7	Longwood University	\$10,530	\$10,890	\$11,340	\$11,580	\$11,910	\$330	2.8%
8	University of Mary Washington	\$8,806	\$9,246	\$9,660	\$10,252	\$11,070	\$818	8.0%
9	George Mason University	\$9,266	\$9,620	\$9,908	\$10,382	\$10,952	\$570	5.5%
10	James Madison University	\$8,448	\$8,808	\$9,176	\$9,662	\$10,066	\$404	4.2%
11	Radford University	\$8,320	\$8,590	\$8,976	\$9,360	\$9,809	\$449	4.8%
12	Old Dominion University	\$8,144	\$8,450	\$8,820	\$9,250	\$9,768	\$518	5.6%
13	University of Virginia at Wise	\$7,721	\$8,107	\$8,509	\$8,868	\$9,220	\$352	4.0%
14	Norfolk State University	\$6,690	\$6,760	\$7,226	\$7,552	\$8,366	\$814	10.8%
15	Virginia State University	\$7,090	\$7,420	\$7,784	\$8,002	\$8,226	\$224	2.8%
Average²		\$9,534	\$9,912	\$10,387	\$10,931	\$11,592	\$661	6.0%

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

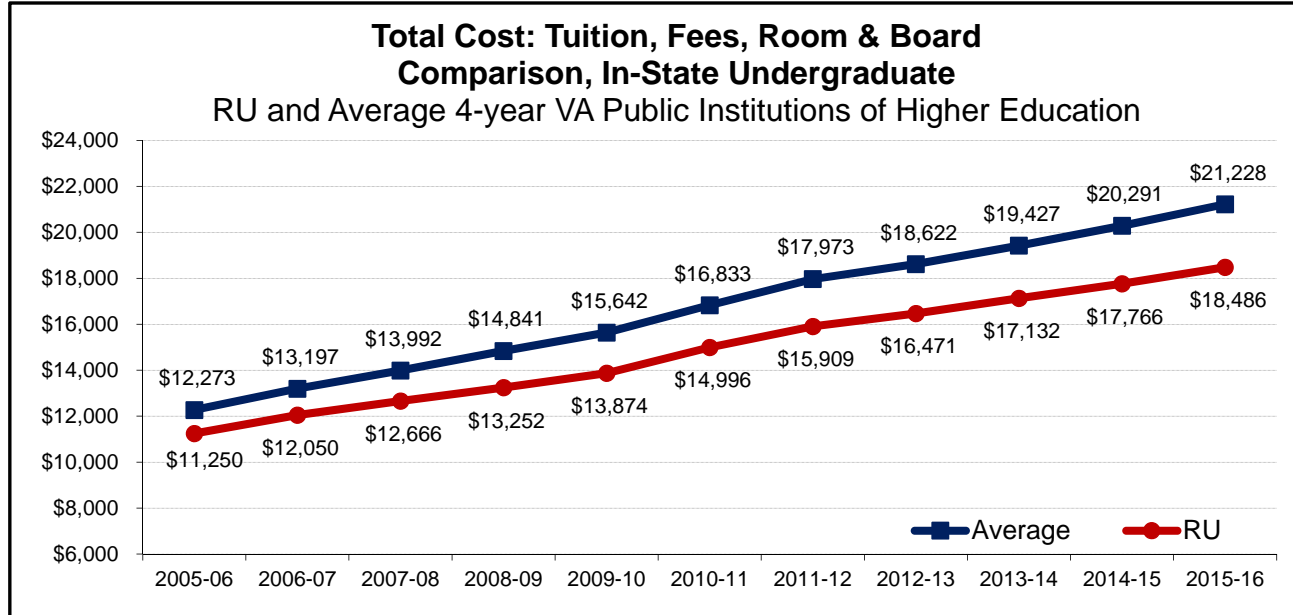
Tuition and Mandatory Fees: The charts and graphs shown reflect a multi-year comparison of tuition and mandatory fees for in-state undergraduate students among the 15 four-year public institutions in Virginia. Radford University’s tuition and mandatory fees for 2015-16 are **15.4 percent (\$1,783)** lower than the average tuition and mandatory fees at the other Virginia public four-year institutions of higher education.



TOTAL PRICE (TUITION, MANDATORY FEES, ROOM AND BOARD)

The charts, graphs, and tables on the following pages display the total price for in-state undergraduate students compared to the state average and other Virginia four-year public colleges and universities. For the 2015-16 academic year, Radford University’s total cost (tuition, mandatory fees, room and board) is **12.9 percent (\$2,742)** lower than the average total cost at the other Virginia public four-year institutions of higher education.

	2015-16 State Average	2015-16 RU Total Cost	\$ RU Below Average	% RU Below Average
In-State, Undergraduate Students				
Tuition and Mandatory E&G Fees	\$7,810	\$6,842	(\$968)	-12.4%
Comprehensive Fee	\$3,782	\$2,967	(\$815)	-21.6%
Room & Board	\$9,636	\$8,677	(\$959)	-10.0%
Total	\$21,228	\$18,486	(\$2,742)	-12.9%



Total Tuition, Comprehensive Fees, Room & Board Fees In-State, Undergraduate Students								
Rank	Institution	FY12	FY13	FY14	FY15	FY16	\$ Change From FY15	% Change From FY15
1	College of William & Mary ¹	\$22,024	\$22,888	\$25,279	\$28,000	\$30,350	\$2,350	8.4%
2	Virginia Military Institute	\$20,630	\$21,568	\$22,492	\$23,890	\$25,202	\$1,312	5.5%
3	University of Virginia	\$20,612	\$21,425	\$22,175	\$23,050	\$24,869	\$1,819	7.9%
4	Christopher Newport University	\$19,612	\$20,300	\$21,050	\$21,960	\$23,140	\$1,180	5.4%
5	Virginia Commonwealth University ¹	\$18,163	\$18,633	\$21,084	\$21,716	\$22,358	\$642	3.0%
6	Longwood University	\$18,644	\$19,338	\$20,216	\$20,836	\$21,468	\$632	3.0%
7	University of Mary Washington	\$17,274	\$18,086	\$18,782	\$19,682	\$20,764	\$1,082	5.5%
8	George Mason University	\$17,666	\$18,300	\$18,898	\$19,814	\$20,762	\$948	4.8%
9	Virginia Tech	\$17,365	\$18,177	\$19,105	\$19,941	\$20,711	\$770	3.9%
10	University of Virginia at Wise	\$16,611	\$17,547	\$18,499	\$19,208	\$19,476	\$268	1.4%
11	James Madison University	\$16,788	\$17,438	\$18,049	\$18,858	\$19,462	\$604	3.2%
12	Old Dominion University	\$16,362	\$16,997	\$17,732	\$18,518	\$19,214	\$696	3.8%
13	Radford University	\$15,909	\$16,471	\$17,132	\$17,766	\$18,486	\$720	4.1%
14	Virginia State University	\$15,970	\$17,100	\$17,792	\$18,130	\$18,478	\$348	1.9%
15	Norfolk State University	\$14,617	\$14,890	\$15,600	\$16,176	\$17,336	\$1,160	7.2%
Average²		\$17,883	\$18,611	\$19,427	\$20,291	\$21,228	\$937	4.6%

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

RADFORD UNIVERSITY BOARD OF VISITORS

Resolution

May 6, 2016

Approval of 2016-17 Tuition and Fees

NOW, THEREFORE, BE IT RESOLVED that the Radford University Board of Visitors approves tuition and fees for the 2016-17 academic year as reflected in the Summary of Proposed 2016-17 Tuition and Fees beginning with the Fall 2016 semester and thereafter until otherwise adjusted by the Board of Visitors.

Summary of Proposed 2016-17 Tuition and Fees

	<u>Approved 2015-16</u>	<u>Proposed 2016-17</u>	<u>Dollar Increase</u>	<u>Percent Increase</u>
Undergraduate				
<u>In-state Undergraduate (full-time) - Recommendation for Tuition & Mandatory Fees is 2.77%</u>				
Tuition	\$6,788	\$6,991	\$203	2.99%
Mandatory Technology Fee	54	54	0	0.00%
Mandatory Comprehensive Fee	2,967	3,036	69	2.33%
Total In-state Undergraduate	\$9,809	\$10,081	\$272	2.77%
Room - Standard Double	4,978	5,127	149	2.99%
Board - 19 Meal Plan	3,868	3,984	116	3.00%
Total In-state Undergraduate Living in University Housing	\$18,655	\$19,192	\$537	2.88%
<u>Out-of-state Undergraduate (full-time) - Recommendation for Tuition & Mandatory Fees is 0.31%</u>				
Tuition	\$18,626	\$18,626	\$0	0.00%
Mandatory Capital Fee	446	446	0	0.00%
Mandatory Technology Fee	54	54	0	0.00%
Mandatory Comprehensive Fee	2,967	3,036	69	2.33%
Total Out-of-state Undergraduate	\$22,093	\$22,162	\$69	0.31%
Room - Standard Double	4,978	5,127	149	2.99%
Board - 19 Meal Plan	3,868	3,984	116	3.00%
Total Out-of-state Undergraduate Living in University Housing	\$30,939	\$31,273	\$334	1.08%

	<u>Approved 2015-16</u>	<u>Proposed 2016-17</u>	<u>Dollar Increase</u>	<u>Percent Increase</u>
Graduate				
<u>In-state Graduate (full-time) - Recommendation for Tuition & Mandatory Fees is 2.79%</u>				
Tuition	\$7,640	\$7,868	\$228	2.98%
Mandatory Technology Fee	54	54	0	0.00%
Mandatory Comprehensive Fee	2,967	3,036	69	2.33%
Total In-state Graduate	\$10,661	\$10,958	\$297	2.79%

<u>Out-of-State Graduate (full-time) - Recommendation for Tuition & Mandatory Fees is 0.35%</u>				
Tuition	\$16,394	\$16,394	\$0	0.00%
Mandatory Capital Fee	446	446	0	0.00%
Mandatory Technology Fee	54	54	0	0.00%
Mandatory Comprehensive Fee	2,967	3,036	69	2.33%
Total Out-of-state Graduate	\$19,861	\$19,930	\$69	0.35%

Differential Tuition & Fees

Master of Occupational Therapy (MOT) In-State (per credit hour)

Tuition	\$324	\$333	\$9	2.78%
Mandatory Technology Fee ¹	3	3	0	0.00%
Mandatory Comprehensive Fee ¹	124	127	3	2.42%
Total In-state Graduate MOT	\$451	\$463	\$12	2.66%

Master of Occupational Therapy (MOT) Out-of-State (per credit hour)

Tuition	\$865	\$890	\$25	2.89%
Mandatory Capital Fee ¹	19	19	0	0.00%
Mandatory Technology Fee ¹	3	3	0	0.00%
Mandatory Comprehensive Fee ¹	124	127	3	2.42%
Total Out-of-state Graduate	\$1,011	\$1,039	\$28	2.77%

¹ For applicable differential tuition programs, students enrolled in 12 to 18 credit hours will be assessed up to the annualized rate of \$1,518 per semester for the mandatory comprehensive fee, \$27 per semester for the technology fee, and \$223 per semester for the Out-of-State Capital Fee.

	<u>Approved</u> <u>2015-16</u>	<u>Proposed</u> <u>2016-17</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	\$433	\$445	\$12	2.77%
Mandatory Technology Fee ¹	3	3	0	0.00%
Mandatory Online Program Fee ²	25	25	0	0.00%
Total In-state Graduate DNP	\$461	\$473	\$12	2.60%

<u>Doctor of Nursing Practice (DNP) Out-of-State (per credit hour)</u>				
Tuition	\$884	\$910	\$26	2.94%
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	\$931	\$957	\$26	2.79%

<u>Doctor of Physical Therapy (DPT) In-State (per credit hour)</u>				
Tuition	\$413	\$424	\$11	2.66%
Mandatory Technology Fee ¹	3	3	0	0.00%
Mandatory Comprehensive Fee ¹	124	127	3	2.42%
Total In-state Graduate DPT	\$540	\$554	\$14	2.59%

<u>Doctor of Physical Therapy (DPT) Out-of-State (per credit hour)</u>				
Tuition	\$858	\$883	\$25	2.91%
Mandatory Capital Fee ¹	19	19	0	0.00%
Mandatory Technology Fee ¹	3	3	0	0.00%
Mandatory Comprehensive Fee ¹	124	127	3	2.42%
Total Out-of-state Graduate DPT	\$1,004	\$1,032	\$28	2.79%

¹ For applicable differential tuition programs, students enrolled in 12 to 18 credit hours will be assessed up to the annualized rate of \$1,518 per semester for the mandatory comprehensive fee, \$27 per semester for the technology fee, and \$223 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 2015-16</u>	<u>Proposed 2016-17</u>	<u>Dollar Increase</u>	<u>Percent Increase</u>
<u>Master of Fine Arts in Design Thinking In-State (per credit hour)</u>				
Tuition	\$639	\$657	\$18	2.82%
Mandatory Technology Fee ¹	3	3	0	0.00%
Mandatory Online Program Fee ²	25	25	0	0.00%
Total In-state Graduate DNP	\$667	\$685	\$18	2.70%

Master of Fine Arts in Design Thinking Out-of-State (per credit hour)

Tuition	\$639	\$657	\$18	2.82%
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	\$686	\$704	\$18	2.62%

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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, 2016 Wintermester and Summer³ Rates

<u>Tuition</u>	<u>Approved 2015-16</u>	<u>Proposed 2016-17</u>	<u>Dollar Increase</u>	<u>Percent Increase</u>
<i>Undergraduate</i>				
In-state	\$283	\$291	\$8	2.83%
Out-of-state	776	776	0	0.00%
<i>Graduate</i>				
In-state	318	328	10	3.14%
Out-of-state	683	683	0	0.00%
In-state MOT	324	333	9	2.78%
Out-of-state MOT	865	890	25	2.89%
In-state DPT	413	424	11	2.66%
Out-of-state DPT	858	883	25	2.91%
In-state DNP	433	445	12	2.77%
Out-of-state DNP	884	910	26	2.94%
In-state MFA	639	657	18	2.82%
Out-of-state MFA	639	657	18	2.82%
Virginia Educator	245	251	6	2.45%
<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	124	127	3	2.42%

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

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Debt Service	299	299	0	0.00%
Recreation	260	275	15	5.77%
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Student Health	297	312	15	5.05%
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Transportation	117	123	6	5.13%
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⁵ Notes:

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

**Resolution Approving the Radford
University Emergency Operations
Plan
May 6, 2016**

WHEREAS, the Board of Visitors of Radford University is concerned with the health and well-being of its students, faculty and staff and desires that the best possible emergency service be available to them; and

WHEREAS, the President is concerned with the health and well-being of its students, faculty, and staff and desires that the best possible emergency service be available to them; and

WHEREAS, the *Code of Virginia § 23-9.2:9* states that all public institutions of higher education shall develop, adopt, and keep current a written crisis and emergency management plan; and

WHEREAS, the Radford University Board of Visitors adopted a resolution on September 4, 2008, approving the original Radford University Emergency Operations Plan; and

WHEREAS, every four years, each institution shall conduct a comprehensive review and revision of its crisis and emergency management plan to ensure the plan remains current, and the revised plan shall be adopted formally by the Board of Visitors; and

WHEREAS, such review shall be certified in writing to the Department of Emergency Management; and

WHEREAS, such a plan has been developed in coordination with the Virginia Department of Emergency Management with input from university departments and the City of Radford Emergency Management Agency;

NOW THEREFORE BE IT RESOLVED that the Radford University Board of Visitors, on this 6th day of May, 2016, does hereby officially adopt the Radford University Emergency Operations Plan dated May 2016, to include plans and procedures for both peace time and war-caused disasters.