



**RADFORD UNIVERSITY BOARD OF VISITORS
GOVERNANCE, ADMINISTRATION & ATHLETICS COMMITTEE MEETING
MAY 4, 2017
BOARD ROOM-MARTIN HALL
RADFORD, VIRGINIA**

APPROVED

MINUTES

COMMITTEE MEMBERS PRESENT

Ms. Alethea "A.J." Robinson, Chair
Ms. Callie M. Dalton
Dr. Rachel D. Fowlkes
Ms. Georgia Anne Snyder-Falkinham

COMMITTEE MEMBERS ABSENT

Mr. Steve Robinson, Vice Chair

OTHER BOARD MEMBERS PRESENT

Mr. Christopher Wade, Rector
Ms. Krisha Chachra
Ms. Mary Ann Hovis
Dr. Susan Whealler Johnston
Mr. Randolph "Randy" J. Marcus
Mr. Kevon DuPree, Student Representative (non-voting advisory member)

OTHERS PRESENT

President Brian O. Hemphill, Ph.D
Mr. Danny Kemp, Vice President for Information Technology and Chief Information Officer
Mr. Robert Lineburg, Director of Athletics
Ms. Stephanie Ballein, Associate Athletic Director
Mr. Joe Carpenter, Vice President for University Relations and Chief Communications Officer
Mr. Ed Oakes, Associate Vice President for Information Technology
Ms. Katherine "Kitty" McCarthy, Vice President for Enrollment Management
Ms. Ashley Schumaker, Chief of Staff, Office of the President
Mr. Allen Wilson, Senior Assistant Attorney General, Commonwealth of Virginia
Ms. Mary Weeks, Secretary to the Board of Visitors
Radford University students, faculty and staff

CALL TO ORDER

Ms. A.J. Robinson, Chair, formally called the meeting to order at 4:00 p.m. in the Board Room, Third Floor, Martin Hall, Radford University, Radford, Virginia.

APPROVAL OF AGENDA

Ms. Robinson asked for a motion to approve the agenda as published and Ms. Georgia Anne Snyder-Falkinham so moved, Ms. Callie Dalton seconded the motion. Agenda was approved by a unanimous vote.

APPROVAL OF MINUTES

Ms. Robinson asked for a motion to approve the February 16, 2017 minutes for the Governance, Administration and Athletics Committee, as published. Ms. Snyder-Falkinham so moved and Dr. Rachel Fowlkes seconded the motion. The minutes were unanimously approved and are available online at: <http://www.radford.edu/content/bov/home/meetings/minutes.html>.

INFORMATION TECHNOLOGY REPORT

Mr. Danny M. Kemp, Vice President for Information Technology and Chief Information Officer, discussed the EDUCAUSE 2017 TOP 10 IT Issues and the various strategies that either are in place or planned for Radford University to address these issues. The top ten issues as follows:

- 1) Information Security
- 2) Student Success and Completion
- 3) Data-Informed Decision Making
- 4) Strategic Leadership
- 5) Sustainable Funding
- 6) Data Management and Governance
- 7) Higher Education Affordability
- 8) Sustainable Staffing
- 9) Next-Gen Enterprise IT
- 10) Digital Transformation of Learning

A copy of Mr. Kemp's presentation is hereto attached as (*Attachment A*) and is made a part thereof. Ms. Robinson thanked Mr. Kemp for his presentation and for his help during her tenure as Committee Chair.

INTERCOLLEGIATE ATHLETICS REPORT

Mr. Robert Lineburg, Director of Athletics, updated the Committee on:

- Various facilities upgrades with the basketball court floor being redone with the new branding logos this summer;
- Beginning with the 2019-2020 academic year, Division I schools' share of NCAA revenue would be tied to academic achievement;
- Mr. Bryheem Hancock has been hired as the new Head Men's Soccer Coach; and
- There is an increase in external revenue streams for 2016-2017, as of the March 31st data, \$841,000 has been raised for Athletics.

Mr. Lineburg recognized the academic excellence of student-athletes and the competitive advantage of Radford's sports. He also thanked Ms. Callie Dalton and former Board member Mr. Mark Pace for sponsoring the Highlander Pride Weekend events. A total of \$117,000 was raised with \$35,000 in expenses. Several Committee members also also thanked Ms. Dalton for her sponsorship. A copy of Mr. Lineburg's presentation is hereto attached as (*Attachment B*) and is made a part thereof. Ms. Robinson thanked Mr. Lineburg for his update and for his support during her tenure as Committee Chair.

NOMINATIONS FOR RECTOR AND VICE RECTOR FOR 2017-2018

Ms. Robinson announced that the Committee received two nominations for Rector, Mr. Mark S. Lawrence and current Rector, Mr. Christopher Wade. Rector Wade withdrew his name for consideration.

Ms. Robinson stated that, according to the Board Bylaws, as the Committee received no nominations for Vice Rector, nominations would have to come from the floor. She asked for a motion to forward to the Board the nomination of Mr. Mark Lawrence as Rector and for Vice Rector nominations to come from the floor during the full Board meeting. Ms. Callie Dalton so moved and Ms. Georgia Anne Snyder-Falkinham seconded the motion. The motion passed unanimously.

ADJOURNMENT

With no further business, Ms. Robinson requested a motion to adjourn. Ms. Snyder-Falkinham made the motion to adjourn, and Ms. Dalton seconded, the motion was unanimously approved. The meeting adjourned at 4:33 p.m.

Respectfully submitted,



Ms. Mary Weeks
Secretary to the Board of Visitors

Information Technology Report

Board of Visitors

Governance, Administration & Athletics Committee

RADFORD
UNIVERSITY

Agenda

- **EDUCAUSE 2017 Top 10 IT Issues** along with current strategies the Division of Information Technology at Radford University is using to address the issues

EDUCAUSE 2017 Top 10 IT Issues

EDUCAUSE is a nonprofit association whose mission is to advance higher education through the use of information technology.

- Membership comprises more than 2,300 colleges, universities, and educational organizations
- Over 350 corporations
- More than 85,000 individual participants

EDUCAUSE review January/February 2017



EDUCAUSE 2017 Top 10 IT Issues

1. Information Security: Developing a holistic, agile approach to reduce institutional exposure to information security threats

2. Student Success and Completion: Effectively applying data and predictive analytics to improve student success and completion

3. Data-Informed Decision Making: Ensuring that business intelligence, reporting, and analytics are relevant, convenient, and used by administrators, faculty, and students

4. Strategic Leadership: Repositioning or reinforcing the role of IT leadership as a strategic partner with institutional leadership

5. Sustainable Funding: Developing IT funding models that sustain core services, support innovation, and facilitate growth

EDUCAUSE 2017 Top 10 IT Issues

6. Data Management and Governance: Improving the management of institutional data through data standards, integration, protection, and governance

7. Higher Education Affordability: Prioritizing IT investments and resources in the context of increasing demand and limited resources

8. Sustainable Staffing: Ensuring adequate staffing capacity and staff retention as budgets shrink or remain flat and as external competition grows

9. Next-Gen Enterprise IT: Developing and implementing enterprise IT applications, architectures, and sourcing strategies to achieve agility, scalability, cost-effectiveness, and effective analytics

10. Digital Transformation of Learning: Collaborating with faculty and academic leadership to apply technology to teaching and learning in ways that reflect innovations in pedagogy and the institutional mission

Questions?

Addendum

EDUCAUSE 2017 Top 10 IT Issues

1. *Information Security*: Developing a holistic, agile approach to reduce institutional exposure to information security threats

EDUCAUSE 2017 Top 10 IT Issues

Information Security

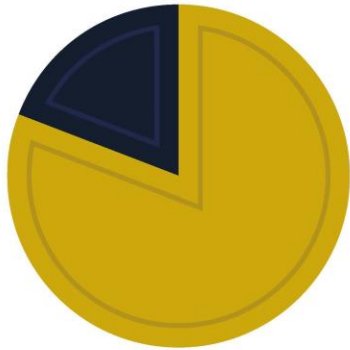
"People think that information security is about technology, but it is really about educating people. 90 percent of all breaches have some sort of human component."

—Patricia Patria, Vice President for Information Technology,
Becker College

1

INFORMATION SECURITY

Like the physical and intellectual assets that an institution maintains, information assets are highly valuable.



81%

of institutions have conducted an IT security risk assessment to help protect institutional data.

Current RU Strategies - Information Security

- Requiring annual Information Security Awareness training
- Performing routine risk assessments
- Reviewing and revising Information Security Policies and Standards
- Implementing new network security tools
- Monitoring network traffic, logging and scanning for vulnerabilities
- Requiring data encryption
- Providing anti-virus/anti-spam software
- Ensuring compliance of third-party vendors
- Implementing two-factor authentication

EDUCAUSE 2017 Top 10 IT Issues

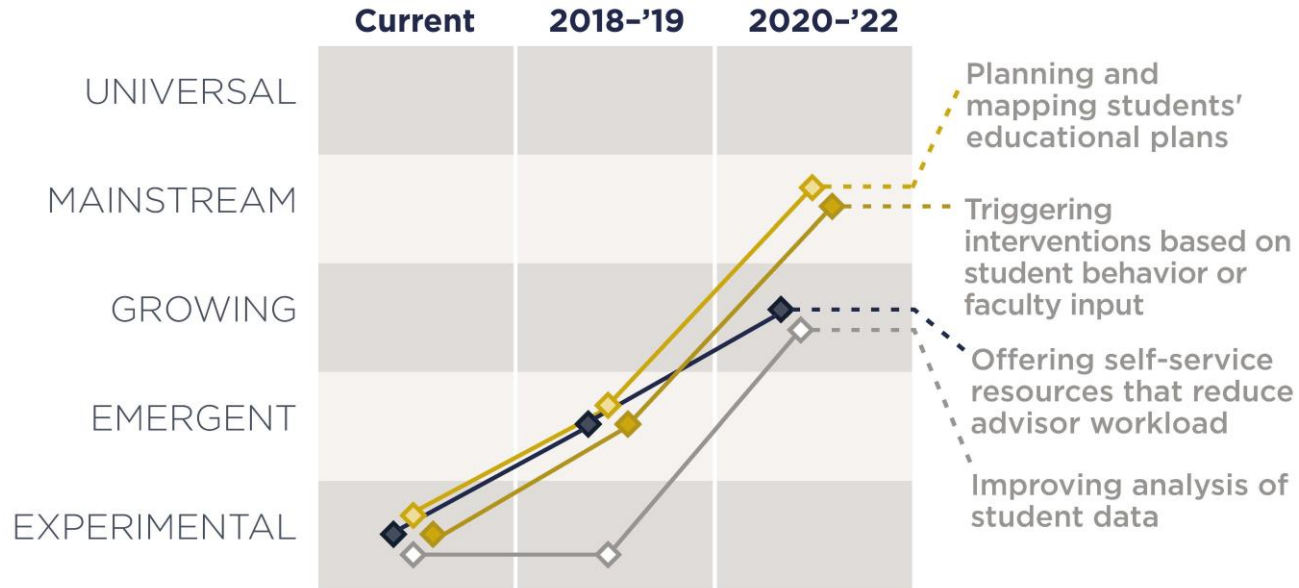
2. Student Success and Completion:

Effectively applying data and predictive analytics to improve student success and completion

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STUDENT SUCCESS AND COMPLETION

Applying data and predictive analytics is critical to effective student success and completion strategies.



Current RU Strategies - Student Success and Completion

- Implementing data collection and analysis tools to predict student success or risk, with the goal of alerting those who can intervene, and assess the effectiveness of those interventions (Watson Analytics, Cognos Analytics)
- Implementing tools that support advising and other student services (Starfish)
- Implementing tools that support teaching and learning (D2L)
- Implemented a new exit interview process for students wanting to withdraw

EDUCAUSE 2017 Top 10 IT Issues

3. Data-Informed Decision Making:

Ensuring that business intelligence, reporting, and analytics are relevant, convenient, and used by administrators, faculty, and students

EDUCAUSE 2017 Top 10 IT Issues

Data-Informed Decision Making

"If you can take data and create efficiencies, best practices, and processes that enhance the classroom and learning experience, then you are really enhancing the efficiency and effectiveness of the institution and student outcomes."

—David Starrett, Provost and Vice President for Academic Affairs,
Columbia College

GREATEST STRENGTHS

- Leadership commitment and involvement
- Use of data in strategic plan

BIGGEST GAPS

- Sufficient staffing and expertise
- Sufficient investment
- Sufficient training

DATA-INFORMED DECISION MAKING

Data can inform resource allocations to reduce or contain costs and improve institutional value, enhance classroom and learning experiences to improve student outcomes, and help students understand how to attain their degree most efficiently.



Current RU Strategies - Data-Informed Decision Making

- Viewing data as a strategic enterprise asset, to be leveraged to benefit institutional strategic objectives
- Developing effective methods for improved enterprise reporting and analytics to ensure they are relevant to institutional priorities and decision making
- Working to empower users with the ability to produce reports using Cognos Analytics
- Partnering with faculty and Institutional Research to develop a proof-of-concept predictive analytics model for student retention

EDUCAUSE 2017 Top 10 IT Issues

4. *Strategic Leadership*: Repositioning or reinforcing the role of IT leadership as a strategic partner with institutional leadership

EDUCAUSE 2017 Top 10 IT Issues

Strategic Leadership

“IT leaders really are college leaders. They understand the significant roles of each area well enough to translate the business goals to the types of technologies needed to help achieve those goals.”

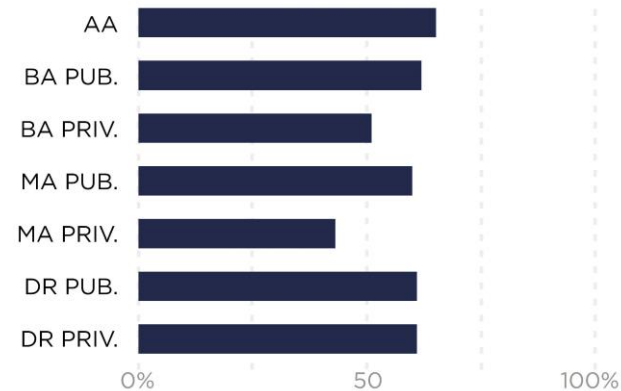
—Victoria Duggan, Chief Compliance Officer, Montgomery College

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STRATEGIC LEADERSHIP

The first IT leadership challenge is getting invited to the executive leadership table; the second challenge is staying at the table. In 2015, 57% of CIOs were part of their institution's executive cabinet, and varies by institution type.

Percentage of CIOs in the cabinet of their institution



Current RU Strategies - Strategic Leadership

- V. P. for Information Technology & CIO reports to the President and is a member of the Executive Cabinet.
- IT leadership is here to help academic and administrative areas succeed

EDUCAUSE 2017 Top 10 IT Issues

5. Sustainable Funding: Developing IT funding models that sustain core services, support innovation, and facilitate growth

EDUCAUSE 2017 Top 10 IT Issues

Sustainable Funding

"Failure to fund information technology adequately is failure to provide a fundamental foundation upon which to thrive in the future."

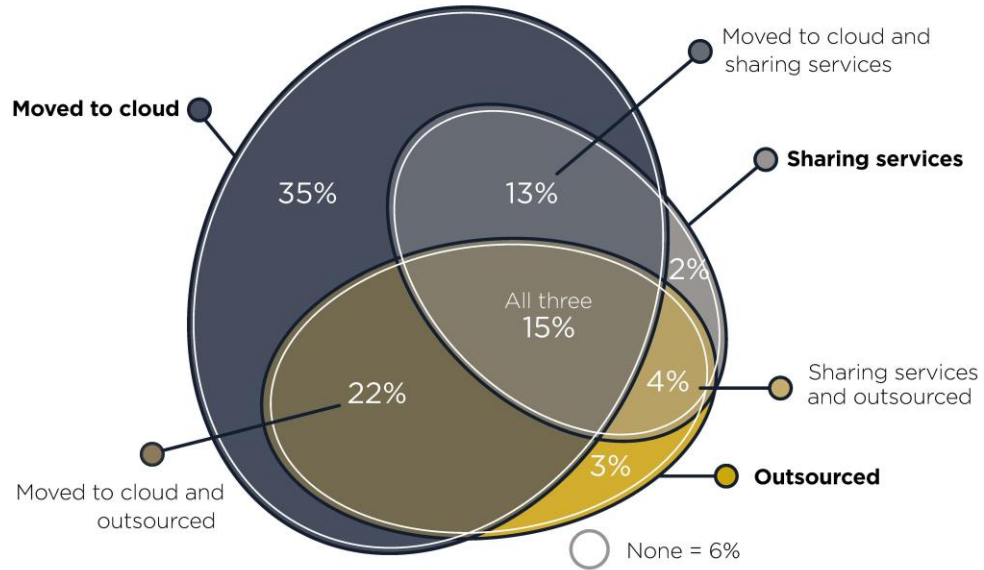
—Dwight Fischer, Assistant Vice President and CIO, Dalhousie University

SUSTAINABLE FUNDING



IT services and infrastructure are moving outside the institution, generally to the cloud, and cloud funding depends on ongoing expenditures rather than one-time investments.

Approaches to changing service delivery models



Current RU Strategies - Sustainable Funding

- Maintaining a base budget
- Submitting New Initiative Requests
- Utilizing the Equipment Trust Fund for academic needs
- Utilizing cloud technology when appropriate
- Maintaining the emphasis on investing in IT rather than IT spending

EDUCAUSE 2017 Top 10 IT Issues

6. Data Management and Governance:

Improving the management of institutional data through data standards, integration, protection, and governance

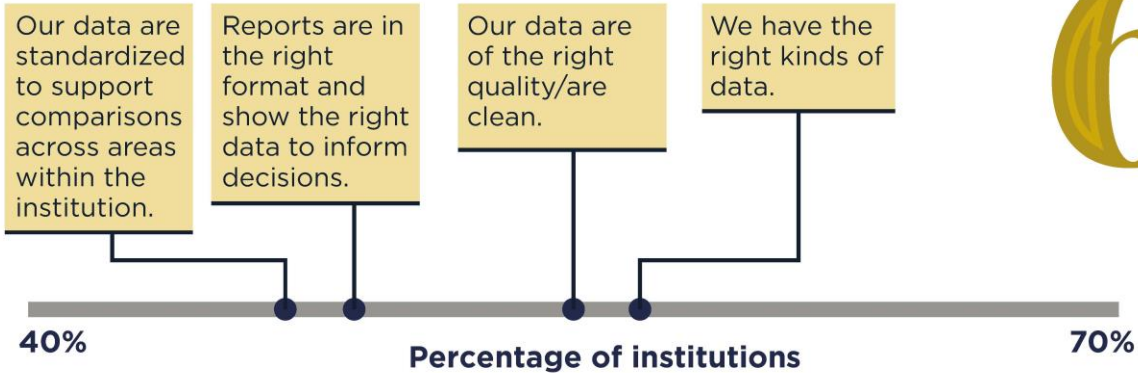
EDUCAUSE 2017 Top 10 IT Issues

Data Management and Governance

"Being good at data management and governance creates bottom-line opportunities."

—Timothy M. Chester, Vice President for Information Technology,
University of Georgia

DATA MANAGEMENT AND GOVERNANCE



Institutional data reside in different offices and systems, with formats and standards optimized for each context. A coordinated approach is necessary to use data for student success.

Current RU Strategies - Data Management and Governance

- Viewing data as a strategic enterprise asset
- Managing data through data governance and data administration
 - Established a Systems Operations Committee (SOC)
 - Formed a Data Standards Subcommittee
 - Identified Data Owners for all sensitive systems
- Improving the integrity of data with systems integration
- Protecting data through the use of Information Security best practices

EDUCAUSE 2017 Top 10 IT Issues

7. Higher Education Affordability:

Prioritizing IT investments and resources in the context of increasing demand and limited resources

EDUCAUSE 2017 Top 10 IT Issues

Higher Education Affordability

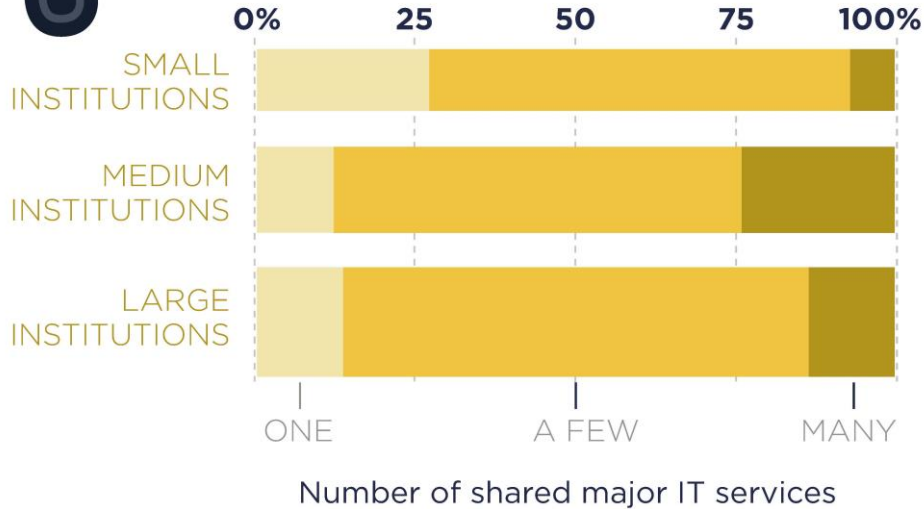
"We need to give priority to those investments that help our institutions actually address the questions around affordability."

—Ellen F. Falduto, Chief Information and Planning Officer, the College of Wooster

HIGHER EDUCATION AFFORDABILITY

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Sharing services is one way to distribute the cost of delivering IT. Medium-sized institutions (student FTE of 3,000–7,999) lead other colleges and universities in sharing major IT services.



Current RU Strategies - Higher Education Affordability

- Maintaining centralized IT to allow for sharing of services
- Partnering with other Universities
- Focusing on student enrollment, student success, fund raising, and efficiencies
- Other cost reduction strategies
 - Reviewing maintenance agreements and software licenses
 - Reviewing lab utilization data
 - Hiring temporary contractors rather than full-time staff for special projects
 - Leveraging capabilities in existing applications to enhance efficiencies
 - Moving more applications to the cloud when appropriate
 - Realigning resources when needed to meet demands
 - Eliminating non-essential services

EDUCAUSE 2017 Top 10 IT Issues

8. *Sustainable Staffing*: Ensuring adequate staffing capacity and staff retention as budgets shrink or remain flat and as external competition grows

EDUCAUSE 2017 Top 10 IT Issues

Sustainable Staffing

"Some people consider the cloud to be a panacea that will allow us to massively reduce costs, notably in staff, but what we are now seeing instead is the emergence of core skills needed internally (security, integration, cloud architecture, and so on). These do not come cheap."

—Stuart D. Lee, Deputy CIO, IT Services, University of Oxford



SUSTAINABLE STAFFING

As higher education increasingly incorporates technology, IT organizations depend on the knowledge and expertise of their staff. New hires need to be great hires, and great staff need to want to stay.

One in five workforce study respondents (21%) said they probably or definitely would pursue employment outside their current institutions in 2016.



Current RU Strategies - Sustainable Staffing

- 9.0% of IT staff pursued employment elsewhere in 2015
 - 4.6% of IT staff pursued employment elsewhere in 2016
 - 1.1% of IT staff pursued employment elsewhere in 2017
-

- Working with Human Resources to strengthen applicant pools and address salary inequities
- Allowing staff in appropriate positions to telework
- Providing opportunities for training and professional development
- Improving communications and collaboration among staff
- Providing opportunities for staff to work on challenging projects

EDUCAUSE 2017 Top 10 IT Issues

9. *Next-Gen Enterprise IT:* Developing and implementing enterprise IT applications, architectures, and sourcing strategies to achieve agility, scalability, cost-effectiveness, and effective analytics

EDUCAUSE 2017 Top 10 IT Issues

Next-Gen Enterprise IT

"We spend a lot of time modifying, and I would move heaven and earth to get back to baseline. We don't need to distinguish ourselves because of our HR system."

—Kirk Kelly, Associate Vice President and CIO, Portland State University

9 NEXT-GEN ENTERPRISE IT

Some of higher education's enterprise application systems are 15 years old, and many are based on design principles from the 1980s and 1990s. These systems—which are often highly customized and idiosyncratic—can't keep pace with demands for interoperability, data integration, and modern interfaces.

On average,

65% of these systems are customized to meet the specific campus needs.

Current RU Strategies - Next-Gen Enterprise IT

- Minimizing custom modifications
- Utilizing cloud hosted applications when appropriate
- Remaining up-to-date on current versions of software
- Investing in IT staff education and training to stay current
- Cross training and “blending” of responsibilities within teams
- Creating an organizational culture and staff development strategies flexible enough to support innovation and accommodate change
- Utilizing modern vendor programming interfaces
- Using and leveraging data in enterprise applications through analytics
- Dedicating staff resources to integrations
- Realigning resources when needed to meet demands

2017 Top 10 IT Issues

10. Digital Transformation of Learning:
Collaborating with faculty and academic leadership to apply technology to teaching and learning in ways that reflect innovations in pedagogy and the institutional mission

2017 Top 10 IT Issues

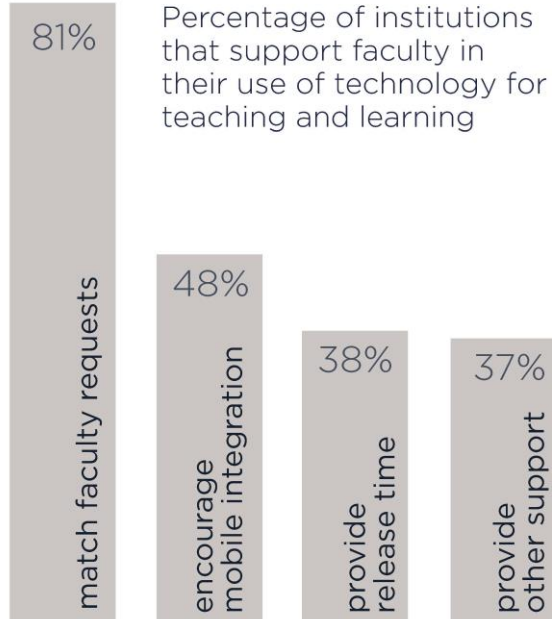
Digital Transformation of Learning

"I recently attended a campus technology session and learned about a tool called Hypothes.is. Afterwards, I immediately redesigned one of my own lessons. As a result, the students were engaged in a meaningful, interactive digital activity that reinforced key concepts and learning outcomes in a fun, memorable way."

—Aimee Whiteside, Assistant Professor, the University of Tampa

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DIGITAL TRANSFORMATION OF LEARNING



Digital transformation begins with faculty, helping them understand the ways students benefit from technology-enhanced teaching and partnering innovative faculty members with IT, educational technology staff, teaching and learning centers, and other key units to share and apply success stories.

Current RU Strategies - Digital Transformation of Learning

- Consulting with faculty and academic leadership to understand and support innovations and changes in higher education
- Supporting a set of core educational technologies (e.g., course management system, technology-enhanced learning spaces)
- Reviewing tools for enhanced on-line collaboration
- Providing faculty and staff support with training opportunities and one-on-one consulting
- Providing support for voice & video technologies
- Supporting state-of-the-art digital classrooms
- Supporting the Center for Innovative Teaching & Learning

Mapping of EDUCAUSE and AGB Top Issues

EDUCAUSE Top 10 IT Issues	AGB Top Strategic Issues for Boards
Information Security	Campus Safety
Student Success and Completion Data Management and Governance	Student Success and Completion
Higher Education Affordability Sustainable Funding	The Value Proposition
Digital Transformation of Learning Strategic Leadership	The Academic Workplace The Changing Environment for Higher Education
Next-Gen Enterprise IT	The Partnership Imperative
Data-Informed Decision Making	The Business Model
Sustainable Staffing	Diversity and Inclusivity

Source: EDUCAUSE

End

Attachment B

Athletics

RADFORD
UNIVERSITY

Agenda

Board of Visitor's Presentation

- I. Student-Athlete Experience
- II. Culture
- III. Academic Excellence
- IV-VI. Competitive Excellence
- VII-VIII. Resource Development
- IX. Branding
- X. Special Events

Intercollegiate Athletics

I. Student-Athlete Experience

Support a culture that promotes safety, excellence, and wellness

Facilities

- Transition of Sports Medicine Facilities
- Tennis Facility Upgrade

Student-Athlete Development

- Recap of Career/Internship Event
- Recap of Financial Seminar
- Amaya Rousseau selected to represent the Big South Conference at the NCAA, NACWAA Women's Leadership Symposium
- Annual Graduation Cording Ceremony - May 5th

Intercollegiate Athletics

II. Culture

Empower and improve the student-athlete experience

Beginning with the 2019-2020 academic year, Division I schools' share of NCAA revenue will be tied to academic achievement.

2016-2017 Academic Performance Rate (APR) of 979

Bryheem Hancock hired as new Head Men's Soccer Coach.

Intercollegiate Athletics

III. Academic Excellence

Reward and recognize the academic excellence of Student-Athletes

Rachael Ross of Women's Basketball collected her second Big South All-Academic Team.

Christian Lutete of Men's Basketball received Big South All-Academic Team.

Jessica Shelton of Women's Indoor Track and Field received Big South All-Academic Team.

Zach Turk of Men's Soccer and Hannah Duff of Women's Soccer nominated for the Big South Conference George A. Christenberry Award.

Intercollegiate Athletics

IV. Competitive Excellence

Compete for conference championships and participate and advance in postseason play

Winter Sports Summary:

Women's Basketball

- Finished with a 24-9 overall record & a 14-4 record in Big South play
- Captured first Big South Regular Season Championship in 25 years
- Advanced to first Big South Tournament Championship game since 2008
- Made seventh postseason appearance in program history, earning a bid to the WNIT

Men's Basketball

- Placed sixth in the conference standings, one spot higher than previous season

Women's Indoor Track & Field

- The Highlanders advanced two athletes to the finals of the 60-meter hurdles and 400 meters at the conference meet for the first time in program history.
- Radford improved one spot in the conference from last year, placing sixth as a team.

Intercollegiate Athletics

V. Competitive Excellence

Compete for conference championships and participate and advance in postseason play

Student-Athlete Accolades

- Janayla White of Women's Basketball named All-Big South Honorable Mention.
- Khiana Johnson of Women's Basketball earned a spot on the Big South All-Freshman Team.
- Janayla White and Destinee Walker of Women's Basketball named to the Big South All-Tournament Team.
- Ed Polite, Jr. of Men's Basketball named All-Big South Honorable Mention.
- Jessica Shelton of Women's Indoor Track & Field earned All-Conference honors in the pentathlon for the second straight season.

Sasser Cup Standings

Fourth place overall through winter championship season

- 1st place Men's All-Sports Standings
- 4th place Women's All-Sports Standings

Intercollegiate Athletics

VI. Competitive Excellence

Compete for conference championships and participate and advance in postseason play

Spring Sports In Competition:

Baseball

Softball

Lacrosse

Men's & Women's Golf

Men's & Women's Tennis

Women's Outdoor Track & Field

Intercollegiate Athletics

VII. Resource Development

Increase external revenue streams in support of the Athletics Department (2016-2017) Learfield Sports Properties as of 4/1/2017

- Overall Revenue: \$268,050 (\$184,300 cash, \$83,750 trade)
- Overall Percentage to Goal: 89% (\$300,000)
- Cash Revenue Target: 102% (\$180,000)
- Trade Revenue Target: 70% (\$120,000)

(2017-2018) Learfield Sports Properties as of 4/1/2017

- Overall Revenue: \$141,375 (\$103,875 cash, \$37,500 trade)
- Overall Percentage to Goal: 43% (\$330,000)
- Cash Revenue Target: 45% (\$230,000)
- Trade Revenue Target: 38% (\$100,000)

-Current revenue number reflects twelve (12) new business partners and ten (10) multi-year agreement contracts negotiated during the 2016-2017 sales cycle.

-Currently have surpassed the overall cash revenue amount from 2015-16 by \$61,000 and have eclipsed our combined overall revenue total from 2015-16 by \$25,000.

Intercollegiate Athletics

VIII. Resource Development

Increase external revenue streams in support of the Athletics Department

Total New Pledges & Gifts to Radford Athletics Club	\$741,387
Total membership to date for 2016-17	697 members

- Crowdfunding initiative launched in April for new Hydro-Therapy for Sports Medicine facility. Target market includes former student-athletes, current and former parents.
Goal - \$20,000 with additional \$15,000 in challenge gifts
- \$270,000 in commitments to the Student-Athlete experience campaign to enhance Strength & Conditioning, Sports Medicine and Nutritional Programming.
Goal - \$500,000

Intercollegiate Athletics

IX. Branding

Design a branding which is consistent across all programs and facilities

Softball Stadium - Scoreboard, Press Box, Dugouts, Chair Backs

Baseball Stadium - Press box, New Field Turf Behind Home Plate, Chair Backs

Sioros Center - 3D Logo Decals in Office Space, Branded Banners in Hitting Facility

Dedmon Center - Basketball Court to Re-Brand after Graduation

Tennis Complex - Tennis Courts to Re-Brand with summer project

Intercollegiate Athletics

X. Special Events-Recap

“HIGHLANDER PRIDE WEEKEND” Sponsored by E.C. Pace & Company

Coach Joe Davis Basketball Office Suite Naming & Dedication

Baseball Stadium Naming Dedication & Reception

Intercollegiate Athletics

Questions?

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End of Materials