

2015 Goals – Academic Affairs/Business Affairs Committee

In today's environment of diminishing state support, rising costs and increasing competition for students in higher education, universities and their governing boards must pursue innovative approaches to the unique challenges and opportunities they face.

The Academic Affairs and Business Affairs Committee's 2015-2016 goals are designed to provide Committee Members and the entire Board a deeper understanding of Radford's finances, programmatic offerings and costs, faculty compensation and tuition structures. The Committees will review and analyze this information and provide recommendations to the incoming administration for consideration as they develop the vision and strategic plan for Radford's future.

1. **Level set financial structure for all Board members** – For the Board to effectively perform its fiduciary responsibilities, all members must have comprehensive knowledge of the university's financial structure including how much revenue the university brings in, where the money comes from, what it is spent on and what non-discretionary current and future commitments exist. Richard Alvarez has agreed to give a special briefing on these issues to the full Board at the September meeting.
2. **Cost/Benefit Analysis of all Programs Offered** – To ensure Radford's academic programs are maximizing resources, meeting needs of current and prospective students and preparing our graduates for future success, the Academic Affairs Committee requests a detailed cost and benefit analysis for all programs offered.

The analysis should include, but not be limited to, a programmatic level review of costs, return on investment, student demand, completion rates, graduate outcomes, alignment with interests of target recruits and current and future workforce demands.

While the report may include appropriate contextual information, the committee expects no bias in the presentation of the data. The Academic Affairs Chairman and other committee members are available to work with the Interim Provost to refine the request and review available information in greater detail.

3. **Review of Faculty Compensation Level and Structure** – The Academic Affairs Committee requests a comprehensive review of Radford's faculty compensation structure. The review should include an overview for committee members of the current structure, pay levels, discretionary raises, requirements to achieve and benefits of tenure. The analysis should include a comparison of similar universities in similar markets and those that we compete against for faculty, not only other Virginia institutions or those in Radford's SCHEV peer cohort.

The committee should also receive information on faculty recruitment, retention and existing unfilled positions, an analysis of anticipated retirements and a gender pay equity.

Additionally, the committee requests information on other successful performance models currently utilized by other universities.

The Academic Affairs Chairman and other committee members are available to work with the Interim Provost to refine the request and review available information in greater detail.

4. **Learning Outcome Assessments** - For accreditation purposes, the faculty has to have plans for learning outcomes assessment. Essentially, this is an evaluation of what students have learned and what they can do when they graduate.

The Academic Affairs and Business Affairs Committees would like to receive high level assessment information including how student learning assessment occurs at Radford and what faculty and administration do with the resulting information. In particular, the committee members are interested in how the assessments are used to improve teaching and to improve learning, including such possibilities as re-designing curriculum, offering faculty development options, re-shaping learning goals or offering more online tutorials. Finally, based on longitudinal assessment data, do we know if the educational experience at Radford is being strengthened?

5. **Tuition Models** – To address the growing financial stresses on public institutions and student’s families, more institutions in Virginia and across the country have begun to adopt alternative tuition models.

The Business Affairs Committee requests report of the various alternative tuition models either implemented or considered by universities in Virginia or in other states. Additionally, the committee requests a report on the use of differential tuition currently at Radford programs and the potential benefits and challenges to expanding differential pricing to other programs.

The goal is for Business Affairs Committee members to be experts on tuition options, so they affectively make recommendations to the full Board.