RADFORD UNIVERSITY

RADFORD UNIVERSITY BOARD OF VISITORS
GOVERNANCE, ADMINISTRATION & ATHLETICS COMMITTEE MEETING
1:45 P.M.
FEBRUARY 16, 2017
PRESIDENT'S CONFERENCE ROOM-MARTIN HALL
RADFORD, VIRGINIA

DRAFT

MINUTES

COMMITTEE MEMBERS PRESENT
Ms. Alethea "A.J." Robinson, Chair
Dr. Rachel D. Fowlkes

COMMITTEE MEMBERS ABSENT
Ms. Callie M. Dalton
Mr. Steve Robinson, Vice Chair
Ms. Georgia Anne Snyder-Falkinham

OTHER BOARD MEMBERS PRESENT
Mr. Christopher Wade, Rector
Dr. Javaid Siddiqi, Vice Rector *(stepped out of the meeting at 2:25 P.M.)*
Dr. Susan Whealler Johnston *(joined the meeting at 2:10 P.M.)*

OTHERS PRESENT
Mr. Danny Kemp, Vice President for Information Technology and Chief Information Officer
Mr. Robert Lineburg, Director of Athletics
Ms. Stephanie Ballein, Associate Athletic Director
Ms. K.C. Regis, Assistant Director of Radford Athletics Club
Mr. Ed Oakes, Associate Vice President for Information Technology
Ms. Margaret McManus, University Auditor
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 1:43 p.m. in the President's Conference Room, Third Floor, Martin Hall, on the campus of Radford University.

APPROVAL OF AGENDA
Ms. Robinson asked for a motion to change the order of business with "Other Business" being the first agenda item. Mr. Christopher Wade so moved and Dr. Javaid Siddiqi seconded. The agenda, as amended, was approved.

APPROVAL OF MINUTES

Ms. Robinson asked for a motion to approve the minutes of the November 10, 2016, meeting of the Governance, Administration and Athletics Committee, as published. Dr. Siddiqi 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.

OTHER BUSINESS

Ms. Robinson reminded the Committee that the Rector and Vice Rector elections are in May 2017, and according to our Bylaws, the Governance Administration and Athletics Committee are to bring the candidate(s) slate to Board of Visitors Meeting, May 5, 2017. During the discussion of the process, Ms. Mary Weeks provided information of other state universities processes and noted that Radford is in line with them. The handout is attached hereto as ***Attachment A*** and is made a part thereof. It was suggested, that if the Committee receives any input for process changes, to bring options to the Board of Visitors for consideration after the May 5, 2017 elections. Any changes to our bylaws would not take effect until May 2018. It was determined that the election deadlines would be:

- April 14 call for nominations,
- April 24 last day to submit nomination noting nominations will close, and
- April 25 email to committee with names.

INFORMATION TECHNOLOGY REPORT

Mr. Danny M. Kemp, Vice President for Information Technology and CIO, briefed the committee on several items including: an update on the Starfish project enhancements and phase two of the project; the installation of technology in the College of Humanities Behavioral Sciences Building; technology planning for renovations currently ongoing in Whitt Hall, Reed Curie, and including other campus space changes in Porterfield, Russell and Cook.

Mr. Kemp also reported on the Department of Information Technology activity including: offering 14 OurTurn training sessions in January 2017; Support Services processed 6,522 support requests between September 1, 2016 and January 22, 2017 as well as providing 45 technology-training workshops fall of 2016.

An overview of the current projects included: CAS/Shibboleth Single-Sign-On; WiFi update in residence halls providing students with better coverage; and the Server firewall replacement project and a new computer lab virtualization. Also reported were many other ongoing projects and are included in the Board materials. The presentation is attached hereto as ***Attachment B*** and is made a part thereof.

A question was raised as to disposal of technology equipment and inventory management. Mr. Ed Oakes responded by explaining how faculty computers 'are passed down' for an additional four or more years use. With any technology surplus, data is scrubbed and most of the equipment is sold using www.gov.deals. Revenue returns to the general budget pool. Every piece of qualifying equipment is tagged and tracked in inventory.

INTERCOLLEGIATE ATHLETICS REPORT

Mr. Robert Lineburg introduced Ms. 'KC' Regis, the new Associate Director of Radford Athletics Club. He then reported that Phase II of the Sports Complex finished and showed photos of the finished space. In conjunction with developing the student athlete and improving the student-athlete experience, several goals have been met or planned:

- The Athletic Career Event is scheduled for March 22, 2017.
- A survey had been designed that focuses on the student-athlete experience covering issues important to our student-athletes including aspects of campus culture, academic achievement, student-athlete development and life skills, competitive excellence and social experience.
- NCAA approved autonomy proposals, surrounding student-athlete welfare.

Student Athletes have also maintained high academic standards for Fall 2016:

- 3.24 overall grade point average (GPA) for fall 2016,
- 69% earned a GPA of 3.0 or higher, and
- 32 earned a GPA of 4.0 & 49 earned Dean's List honors (3.5 or higher), with special mention of Women's Golf & Softball and Volleyball.

Several Student-Athletes earned academic awards during fall 2016 semester and were recognized by the Big South, the College Sports Information Directors of America and the National Soccer Coaches Association of America, the full list of names are listed in the Board materials. Most notable is Fraser Colmer, Big South All-Academic Team and Scholar-Athlete of the Year.

Men's Soccer won the regular season title and swept the Big South Championship by defeating Longwood and Coach Reeves voted as Big South Coach of the Year. Radford University received an automatic bid to compete against Coastal Carolina in the 2016 NCAA Men's Soccer Championship and Jo Vetle Rimstad becomes the first Highlander drafted into the Major League Soccer.

Volleyball clinched the regular season with an overall 14-2 record in the Big South tournament Championship and Coach Jenkins voted as Big South Coach of the Year. Other sports: Men's Cross Country finished in 3rd place, Men's Basketball is currently tied in 6th place, and Women's Basketball is currently in 1st place and the Big South Sasser Cup Standings – we are currently in third place.

Resource Development progress in conjunction with Learfield Sports Properties, are projecting to end the 2016-17 year between $300,000 and $315,000 in overall revenue.

- $259,550 ($175,800 cash, $83,750 trade)
- Overall Percentage to Goal: 87% ($300,000)
- Cash Revenue Target: 98% ($180,000)
- Trade Revenue Target: 70% ($120,000)

Currently Learfield Sports Properties have secured twelve (12) new business partners for the 2016-17 academic year and surpassed the overall cash revenue amount from the 2015-16 academic year by $52, 000. Total gifts to Radford Athletics Club is $637,672 and membership is 388 members as of January 20, 2017, and has increased since that date. Staff giving has been 100% in raising over $15,000. We have $207,500 in commitments to the student-athlete experience campaign to enhance strength & conditioning, athletic training and nutritional programming.

The Branding Campaign logo was launched October 16, 2016, and brought in $21,183, a 48% increase from the same period last year. Several upcoming events are noted in the Board materials, the weekend of April 27-29 will be an exciting full event packed venue. Of special note of appreciation for the support from former Board member, Mr. Mark Pace and current Board

member, Ms. Callie Dalton, for enabling us to provide these venues. Athletics will also dedicate the Basketball suite in honor of Coach Joe Davis on Thursday, April 27, 2017 and on Saturday, April 29, 2017, Athletics will host the Baseball Stadium Naming Dedication & Reception honoring Mr. Don Just, Mr. Abie Williams, Mr. Paul Sioros and Mr. Mike Hurt. The presentation and handout is hereby attached as ***Attachment C*** and ***Attachment D***, respectively, and is made a part thereof.

ADJOURNMENT

With no further business, Ms. A.J. Robinson requested a motion to adjourn. Dr. Fowlkes made the motion to adjourn, and Mr. Wade seconded and the motion was unanimously approved. The meeting adjourned at 3:10 p.m.

Respectfully submitted,

Ms. Mary Weeks
Secretary to the Board of Visitors

RADFORD UNIVERSITY

RADFORD UNIVERSITY BOARD OF VISITORS
GOVERNANCE, ADMINISTRATION & ATHLETICS COMMITTEE MEETING
3:00 P.M.
NOVEMBER 10, 2016
BOARD ROOM-MARTIN HALL
RADFORD, VIRGINIA

Approved

MINUTES

COMMITTEE MEMBERS PRESENT
Ms. Georgia Anne Synder-Falkinham, Acting Chair
Ms. Callie M. Dalton
Dr. Rachel D. Fowlkes

COMMITTEE MEMBERS ABSENT
Ms. Alethea "A.J." Robinson, Chair
Mr. Steve Robinson, Vice Chair

OTHER BOARD MEMBERS PRESENT
Mr. Christopher Wade, Rector
Dr. Rachel D. Fowlkes
Ms. Mary Ann Hovis
Mr. Mark Lawrence

OTHERS PRESENT
President Brian O. Hemphill
Dr. Joseph Scartelli, Interim Provost and Vise President for Academic Affairs
Mr. Joe Carpenter, Vice President University Relations & chief Communications Officer
Mr. Danny M. Kemp, Vice President for Information Technology and Chief Information Officer
Mr. Robert Lineburg, Director of Athletics
Ms. Stephanie Ballein, Associate Athletic Director
Ms. Katherine McCarthy, Vice President for Enrollment Management
Mr. Allen Wilson, Senior Assistant Attorney General, Commonwealth of Virginia
Radford University students, faculty and staff

CALL TO ORDER
Ms. Georgia Anne Snyder-Falkinham, Acting Chair, formally called the meeting to order at 3:01 p.m. in the Board Room, Third Floor-Martin Hall, on the campus of Radford University.

APPROVAL OF AGENDA
Ms. Snyder-Falkinham asked for a motion to approve the November 10, 2016 meeting agenda, as published. Ms. Callie M. Dalton so moved, and Dr. Rachel D. Fowlkes seconded the motion. The agenda was unanimously approved.

APPROVAL OF MINUTES

Ms. Snyder-Falkinham asked for a motion to approve the minutes of the September 15, 2016, meeting of the Governance, Administration and Athletics Committee, as published. Ms. Dalton so moved, and Dr. Fowlkes seconded the motion. The minutes were unanimously approved and available online at: http://www.radford.edu/content/bov/home/meetings/minutes.html.

INFORMATION TECHNOLOGY REPORT

Mr. Danny Kemp, Vice President for Information Technology and Chief Information Officer, provided a Starfish software demonstration from three different perspectives. The perspectives were: an academic advisor, a student and a faculty member. Each participant demonstrated how particular aspects not only save time, but also provide an efficient one-stop repository of student communications and records. It was noted Starfish was a good retention and communication tool by providing several points in engagement with the respective student. The software is currently in Phase I implementation. A copy of Mr. Kemp's report is attached hereto as ***Attachment A*** and is made a part hereof.

INTERCOLLEGIATE ATHLETICS REPORT

Mr. Robert Lineburg, Director of Athletics, and Ms. Stephanie Ballein, Associate Director of Athletics, provided an intercollegiate athletics report that included a number of initiatives to enhance the student-athlete experience. They included: leadership, service and growth activities. Mr. Lineburg also updated the members of the Board of Visitors on team kudos:

- Nominations of several fall sports athletes for post-season academic honors, including four from men's soccer to the CoSIDA All-State academic team;
- 30 Radford student-athletes have been named to RU Lead Scholars, a campus leadership program, and two student-athletes participated in the Big South Conference's Leadership program and will also do so at an NCAA-sponsored program in Baltimore;
- Men's soccer's regular season championship; and
- Volleyball's second consecutive regular season championship and its undefeated 2016 home season.

The new branding logos were also introduced and samples where shown. Mr. Lineburg also provided a revenue update that included increases in fundraising. A copy of Mr. Lineburg's report is attached hereto as ***Attachment B*** and is made a part hereof.

AMENDMENTS TO BYLAWS

Ms. Snyder-Falkinham requested a motion to approve the amendments in the Board of Visitors Bylaws as submitted and discussed at the September 15, 2016 Governance, Administration and Athletics Committee meeting. Ms. Dalton made the motion to approve, Dr. Fowlkes seconded. The motion was unanimously approved to forward to the full Board of Visitors consideration. A copy of the Bylaws attached hereto as ***Attachment C*** is made apart thereof.

ADJOURNMENT

With no further business, Ms. Snyder-Falkinham requested a motion to adjourn. Ms. Dalton made the motion to adjourn, and Dr. Fowlkes seconded. The motion was unanimously approved and the meeting adjourned at 4:15 p.m.

Respectfully submitted,

Ms. Mary Weeks
Secretary to the Board of Visitors/Senior Assistant to the President

Attachment A

Information Technology Report

Board of Visitors

Governance, Administration & Athletics Committee

RADFORD UNIVERSITY

Agenda

Starfish

- Introduction
- Evolution of Starfish
- Testimonial Video
- Demonstration
  - Student
  - Instructor
  - Advisor
- Next Steps – Phase II

Next Steps – Phase II

1. Identify project sponsors and advisory team
2. Define the scope and priorities
3. Form a project team
4. Confirm resources and timeline

Ideas and Suggestions for Project Scope-Phase II

- Student Success Plans
- Explore adding Graduate Students so they can schedule appointments with Advisors
- Explore expanding integration with Desire2Learn
- Review Behavioral Alert processes
- Expand Social Alert functionality to other offices if needed
- Utilize functionality for Financial Aid, Students with Disabilities, Athletics
- Expand integration with TutorTrac
- Improve reporting capability
- Explore attendance capabilities in Starfish

Questions ?

Intercollegiate Athletics

Board of Visitors Presentation

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

Intercollegiate Athletics

I. Student-Athlete Experience

Enrich the student-athlete experience by developing a comprehensive life skills and career planning program that educates and prepares student-athletes for success

Leadership

- Jessica Shelton and Monica Mallory of Women's Track participated in the Fall Big South SAAC Leadership Conference.
- Jessica Shelton of Women's Track and Bailey White of Women's Lacrosse nominated to participate in the NCAA Student-Athlete Leadership forum in Baltimore, MD.
- 30 Student-Athletes were selected to participate in the RU Lead Scholar program.

Service

- Participated in Fear to Freedom Initiative and the Radford Gives Back Program

Growth

- Big South Student-Athlete Leadership/Career Development Program-Game Plan

Intercollegiate Athletics

II. Culture

Operate in full compliance with University, State, Conference, and NCAA Regulations

Title IX Reporting

- EADA submitted October 27, 2016
- NCAA Financial Report due January 2017

National Letter of Intent November 9, 2016

NCAA Division 1 Council Meeting-Focused on Enhancing the Student-Athlete Experience

Intercollegiate Athletics

III. Academic Excellence

Attract, recruit, and retain Student-Athletes who are prepared to succeed academically and graduate

Men's Soccer CoSIDA Academic All-American Nominations

- Aitor Pouseu Blanco
- Fraser Colmer
- Sivert Daehlie
- Jo Vetle Rimstad

Women's Soccer CoSIDA Academic All-American Nominations

- Hannah Duff
- Jessica Wollmann

Volleyball CoSIDA Academic All-American and Big South All-Academic Nominations

- Kelby Jackson

Men's and Women's Cross Country Big South All-Academic Nominations

- Ashenafi Kidanu
- Courtney Rice

Intercollegiate Athletics

IV. Competitive Excellence

Compete for conference championships and participate and advance in postseason play

- Men's Soccer
- Women's Soccer
- Volleyball
- Men's & Women's Cross Country

Intercollegiate Athletics

V. Resource Development 2016-17 Revenue Update

Increase external revenue streams in support of the Athletics Department

Learfield Sports Properties

- $220,050 ($138,300 cash, $81,750 trade)
- Overall Percentage to Goal: 73% ($300,000)
  - Cash Revenue Target: 77% ($180,000)
  - Trade Revenue Target: 68% ($120,000)

Currently have surpassed the overall cash revenue amount from the 2015-16 academic year by $15,000

Currently have secured nine new business partners for the 2016-17 academic year

Intercollegiate Athletics

VI. Resource Development (October 15, 2016)

- Total gifts to Radford Athletics Club $120,746
- Total membership for 2016-17 149 members

100% participation in all-staff giving campaign-over $15,000 raised in support of student-athletes/27 staff members increased their gift from previous year (110% program)

$65,000 in commitments to Student-Athlete experience campaign to enhance Strength & Conditioning, Athletic Training, Nutritional Programming

Implementation of Student-Athlete Giving Challenge (iGive 100%-Highlander Challenge)

Intercollegiate Athletics

VII. Branding

Enhance overall recognition, visibility, and public perception of Radford Athletics

- Introduced a new brand and identity system that sets the visual direction for years to come.
- The extensive collaborative process to evolve the Radford Athletics brand and identity took over 12 months to complete.
- Process included several discovery and research sessions with key stakeholders including athletic and academic leadership, current and former student-athletes, coaches, alumni and community members.

Intercollegiate Athletics

VIII. Special Events

- Pre-game socials prior to men's and women's basketball contests
- Partnering with Alumni Affairs for events surrounding away athletics contests
- Event prior to Men's Basketball game at UNC-John Montgomery's home in Chapel Hill-December 3, 2016
- Red & White Auction-Spring/Summer 2017

RADFORD UNIVERSITY
BOARD OF VISITORS BYLAWS

PREAMBLE

The Board of Visitors of Radford University ("the Board") adopts these Bylaws to provide for the orderly, consistent and efficient conduct of its business as the governing body of Radford University ("the University").

As public trustees the Board has the responsibility and authority, subject to constitutional and statutory limitations, for the continuing operation, development of evolving policies, and financial oversight of the University. Much of this authority necessarily is delegated to the President, who serves as the agent of the Board and as Chief Executive Officer of the University.

It is acknowledged and understood that the University and the Board are at all times subject to the control and legislative enactments of the General Assembly of the Commonwealth of Virginia.

Article I – The Board of Visitors

Section 1 – Legal Status, Composition, and General Operation

A. Legal Status and Composition. The Board of Visitors of Radford University is created by Va. Code §23.1-2100. Membership of the Board, method and terms of appointment, and the method of filling vacancies are provided by statute (Va. Code §23.1-1300).

B. General Operations. The Board is required by law to, and does:

1. Strive to be transparent in its operations, and operate entirely openly to the extent required by law.

2. Comply with the Commonwealth of Virginia's Freedom of Information Act (Code of Va. §2.2-3700, et seq.), including but not limited to the following:

    a. Record minutes of each open meeting and post the minutes on the Board's website in accordance with subsection 1 of §2.2-3707 and §2.2-3707.1;

    b. Conduct all discussions and actions on any topic not specifically exempted by §2.2-3711 in open meeting;

    c. Give public notice of all meetings in accordance with subsection C of §2.2-3707; and

    d. Approve in open meeting any action taken in closed meeting before it can have any force and effect in accordance with subsection B of §2.2-3711.

3. Notify and invite the Attorney General's appointee or representative (the legal counsel of the institution) to all meetings of the Board, Executive Committee, and other Board committees.

C. Annual Executive Summary. The Board is required by statute to submit to the General Assembly and the Governor an annual executive summary of its interim activity and work no later than the first day of each regular session of the General Assembly. This report shall be submitted in accordance with procedures stipulated by law.

D. Removal of Board Members. If any member of the Board fails to attend (i) the meetings of the Board for one year without sufficient cause, as determined by a majority vote of the Board, or (ii) the educational programs for governing boards presented by the State Council of Higher Education for Virginia, and required by Virginia Code §23.1-1304 in the member's first two years of membership without sufficient cause, as determined by a majority vote of the board, the remaining members of the Board shall record such failure in the minutes at the Board's next meeting and notify the Governor, and the office of such member shall be vacated. However, no member serving as of January 1, 2015 shall be removed for failing to attend the educational programs required by Virginia Code § 23-9.14:1 in the members first two years of membership if the member attends such training by January 1, 2016.

In accordance with Virginia Code §23.1-1300(C), the Governor has the authority to remove from office for malfeasance, misfeasance, incompetence, or gross neglect of duty any member of the Board and fill the vacancy resulting from the removal. Each appointment to fill a vacancy will be subject to confirmation by the General Assembly. The Governor will set forth, in a written public statement, the Governor's reasons for removing any member pursuant to this statute at the time the removal occurs. The Governor will be the sole judge of the sufficiency of the cause for removal as set forth in this statute.

E. Resignation. Any Board member may resign at any time by providing notice of the date of resignation to the Governor. Notice also shall be provided to the Rector so that the Board can take measures to accommodate said resignation. Such resignation shall take effect at the time specified in such notice and, unless otherwise specified therein, the acceptance of the resignation shall not be necessary for it to take effect.

Section 2 – Powers and Responsibilities

Responsibilities of the Board include, but are not limited to, the following:

1. Control and expend funds of the University;
2. Establish fees, tuition, and other charges imposed on students;
3. Approve the University's budgets;
4. Appoint the President of the University;
5. Approve the strategic plans of the University;
6. Confer degrees;
7. Promote the purpose and mission of the University;
8. Adopt rules and regulations for governing employment and employees, and approve promotions, tenure, salaries of employees;
9. Name buildings and other major facilities;
10. Approve certain real property transactions; and
11. Adopt rules and regulations governing student conduct.

Section 3 – Meetings

A. Regular Meetings. The Board meets in regular session four times each fiscal year, on dates established by the Board. The last regular meeting of each fiscal year is designated as the "annual meeting" of the Board.

B. Special Meetings. Special meetings may be called by the Rector or upon the request of any five voting members of the Board. Requests for a special meeting must be submitted to the Secretary to the Board ("Secretary"), who has the ministerial responsibility for making arrangements for the special meeting.

C. Notice. Notice of meetings must be published and provided to the Board and the public by the Secretary in accordance with these Bylaws and state law.

D. Quorum and Votes. A simple majority of the Board constitutes a quorum. Unless otherwise required by statute, actions of the Board are taken by simple majority of those present and voting.

E. Member(s) Participation via Electronic Communications.

1. A member can participate via electronic communication means from a remote location that is open to the public in accordance with the Code of Virginia §2.2-3708 and provided that:

    a. A quorum of the Board is physically assembled at one primary location.

    b. Notice of the meeting has been given at least three working days in advance of the date scheduled for the meeting in accordance with Virginia Code §2.2-3708(C).

    c. The remote location from which the member is participating is open to the public. All agenda packets and, unless exempt, all materials that will be distributed to Board members shall also be made available to the public at the remote location.

    d. Interruption in the telephonic or video broadcast of the meeting shall result in the suspension of action at the meeting until repairs are made and public access is restored.

2. A member may also participate via electronic communication means from a remote location that is not opened to the public in the event of an emergency, personal matter, or medical condition that prevents the member from attending in person, in accordance with the Code of Virginia §2.2-3708.1 and provided that:

    a. If, on or before the day of the meeting, the member notifies the Rector that such member is unable to attend the meeting due to an emergency, personal matter, or medical condition that prevents the member's physical presence, and the member identifies with specificity the nature of the emergency or personal matter.

    b. The Board shall record the reason for the member to participate from a remote location together with the remote location from which the member participates in the minutes of the meeting.

    c. There must be a quorum of the Board physically assemble at the primary location of the

meeting.

d. The Board shall make arrangements for the voice of the remote participant to be heard by all persons at the primary location.

e. If any request for participation via electronic communication from a remote location is denied, the decision and rationale will be reflected in the minutes.

F. Agenda. The draft agenda for each meeting is to be prepared by the President or the President's designee, and approved by the Rector. Matters that any member requests to be placed on the agenda should be brought to the attention of the President as far in advance of the meeting as possible. The President may assign a matter to the chair of the appropriate committee of the Board for review prior to placement on the Board agenda. The agenda and other meeting materials are to be made public as required by law, and delivered to each member of the Board as far in advance of the meeting as feasible.

Matters which arise after publication of the agenda may be placed on the agenda at the President's discretion, after consultation with the Rector, or by the Board's amendment of the agenda.
The first order of business at every meeting is approval of the agenda. Proposed amendments to the agenda may be considered at that time.

Section 4 – Officers

A. Officers. The officers of the Board are Rector and Vice Rector.

B. Election and Terms. The officers are elected by the Board at the annual meeting of the Board and shall serve a term of one year.

1. **Nominating Committee.** The Governance, Administration and Athletics Committee acts as the Nominating Committee for officers of the Board. The Committee is to call for nominations from members of the Board annually, following the last regular meeting of the Board. Nominations from members are to be submitted in writing to the Chair no later than ten days after that call. The Committee will meet prior to the annual meeting to determine which nominations will be presented to the Board. The Committee may offer more than one nominee for an office.

2. **Nominations from the Floor.** Nominations from the floor will be taken.

3. **Term.** Newly elected officers assume office on July 1 following their election. Each officer holds office for a term of one year ending the following June 30 or until the successor is elected, whichever is later. Officers may serve up to two consecutive terms; however, there is no limitation on the number of non-consecutive terms an officer may serve. In the event the Vice Rector assumes the office of Rector for a period of 180 days or more, that period will count as a full term.

C. Rector. The Rector is charged with promoting a level of interest, involvement and activity among the members of the Board as will best contribute to (1) the establishment of proper policies, (2) wise planning, (3) intelligent and considerate observance of the rights of the faculty, administration, staff, and student body, and (4) the maintenance of the independence of the Board, all of which will enhance the future welfare of the University.

Specific responsibilities include presiding at Board meetings; appointing all committees, unless otherwise provided in the Bylaws or directed by the Board; acting as the Board's primary spokesperson or representative; and performing such other duties as are generally expected of the presiding officer or are imposed by statute, Bylaws, or action of the Board.

D. Vice Rector. If the Rector is temporarily absent or unavailable, the Vice Rector presides over meetings and assumes all powers, duties and functions of the Rector. In the event of the death, permanent disability or resignation of the Rector, or should the Rector become otherwise permanently unable to perform the duties and functions of the office, the Vice Rector will become Rector for the remainder of the term, and a new Vice Rector will be elected.

Section 5 -- Advisory Representatives

A. Appointments. The Board is to appoint one faculty member and one student as non-voting, advisory representatives to the Board. Representatives are appointed at the annual meeting which is the last meeting of the fiscal year, and serve one-year terms commencing July 1 following their appointment and ending June 30.

The faculty representative shall be the President of the Radford University Faculty Senate (Faculty Senate President), provided that said individual shall serve no more than two consecutive terms as faculty representative to the Board of Visitors. If the same individual shall serve more than two consecutive terms as Faculty Senate President, the faculty representative to the Board shall be appointed from a list of three faculty members submitted by the Faculty Senate. Should the faculty representative resign as faculty senate president during his/her term on the Board of Visitors, the new faculty senate president shall fill the remaining term on the Board of Visitors of the individual who resigned; in the event an individual assumes the role as faculty representative for a period of 180 days or more, that period will count as one full term.

The student representatives are appointed from a list of three students submitted by the President after consultation with appropriate members of the administration and such other individuals as the President deems necessary. The three nominees for student representative shall make a brief presentation to the Board of Visitors at the annual meeting at which the student representative will be appointed.

B. Responsibilities. Advisory representatives have the responsibility to support the best interests of the University and to work with members of the Board for the continuing operation and development of the institution as a comprehensive state university. They are expected to participate in all regular meetings of the Board. Each advisory representative will be appointed as a non-voting member of at least one standing committee, but may not chair a committee. Advisory representatives may submit agenda items for discussion and information to be considered by the Board by presenting them to the President in advance of meetings, but may not make motions or introduce new items at meetings. Advisory representatives may not attend closed meetings except by invitation of the Board.

Section 6 – Committees

A. Executive Committee. The Executive Committee is comprised of the Rector, the Vice Rector, and the chairs of the standing committees. The Rector serves as Chair of the Committee.

1. The Executive Committee is authorized and required to:

a. Develop and recommend to the Board a statement of governance setting forth the Board's role;

b. Periodically review the Board's Bylaws and recommend amendments;

c. Provide advice to the Board on committee structure, appointments, and meetings;

d. Develop an orientation and continuing education process for Board members that includes training on the Virginia Freedom of Information Act;

e. Create, monitor, oversee, and review compliance by Board members with the University's Code of Ethics, adopted August 23, 2007, which Code is equally applicable to Board members as well as other members of the University community;

f. Develop a set of qualifications and competencies for membership on the Board for approval by the Board and recommendation to the Governor.

2. Additionally, the Executive Committee is authorized to convene and exercise the full power and authority of the Board between meetings of the Board whenever circumstances require immediate action to address matters of an urgent nature, or as the Board may otherwise direct.

A simple majority constitutes a quorum. In the event that a quorum is not present, other members of the Board may be appointed by the Rector to serve in the place of absent members on an *ad hoc* and temporary basis in order that a quorum may be attained.

The Secretary to the Board is to inform promptly all members of the Board of any action taken by the Executive Committee. The Rector is to report actions taken by the Executive Committee at the next full meeting of the Board.

B. Standing Committees. Each standing committee is comprised of the Rector and Vice Rector plus not fewer than three additional Board members appointed by the Rector during or after the annual meeting. The Rector designates the chair and vice-chair of each committee and, on recommendation of the President, appoints an administrative assistant to staff each committee.

A simple majority of the members of a committee constitutes a quorum. In the event that quorum is not present, other members of the Board may be appointed by the Rector to serve in the place of absent members on an *ad hoc* and temporary basis in order that a quorum may be attained.

Matters may be referred to standing committees by the President, the President's designee, the Rector, or the full Board. In addition to the specific responsibilities provided by these Bylaws, the standing committees shall have any other duties and responsibilities assigned by the Board or the Rector.

The standing committees are:

1. **Business Affairs and Audit.** This committee is generally responsible for reviewing and recommending action to the Board regarding the financial and business affairs of the University, including but not limited to, capital projects, grants, contracts, and the naming of facilities. This committee also oversees the internal audit function of the University; receives

the annual financial audit report of the Auditor of Public Accounts; and performs studies of financial matters as directed by the Board.

2. **Student Affairs.** This committee is generally responsible for reviewing and recommending action to the Board on matters pertaining to students, including but not limited to, student retention, student support services and activities, student health and safety, student conduct and disciplinary standards, residential life, student organizations and activities, and the general quality of student life.

3. **Academic Affairs.** The committee provides guidance to the Board on matters essential to academic quality. This committee is generally responsible for reviewing and recommending action to the Board on matters regarding the University's academic mission, purpose, plans, and programs, including, but not limited to the creation or elimination of academic programs and of colleges and schools and academic departments within the University; faculty appointments, and the policies and procedures governing the award of tenure; academic standards and policies for student admissions, progression and graduation; and the conferring of meritorious awards and honorary degrees.

4. **Governance, Administration, and Athletics**. This committee is generally responsible for considering and recommending action to the Board on policy matters pertaining to the administrative operations of the University, including personnel matters, and shall advise and consult with the President of the University on matters of human resources policy in regard to classified employees, university staff and other non-instructional faculty members employed by the University.

   The committee shall also conduct an annual evaluation of the President as required by these Bylaws in a closed meeting and present its findings and recommendations to the Board.

   This committee is responsible for reviewing recommendations and offering motions to the Board on matters and policies pertinent to the Division of Information Technology including implementation of new technologies and systems affecting the University's computer systems, websites and telephone systems.

   This committee is also responsible for reviewing recommendations and offering motions to the Board on matters pertaining to all aspects of University intercollegiate athletics including, but not limited to, recruitment of personnel, development of new athletic programs, and maintenance and/or construction of athletic facilities.

5. **University Advancement, University Relations, and Enrollment Management.** This committee is generally responsible for oversight of programs that promote private donations for, and alumni support of, the University, including related activities undertaken by the University directly and by affiliated foundations on the University's behalf. It also oversees the University's public and community relations programs, which are designed to enhance the University's stature and reputation, and its efforts to publicly disseminate news about the University. This committee is also responsible for reviewing recommendations and offering motions to the Board on matters and policies pertinent to the university's enrollment management strategy.

C. Special Committees. Special or *ad hoc* committees are established by the Board or the Rector for an expressed purpose and limited duration. Special committees may have no fewer than four members

appointed by the Rector, who may change the membership at any time. The Rector designates the Chair of special committees.

Section 7 – Policies and Procedures.

Subject to state law and these Bylaws, the Board may adopt rules and regulations and may establish specific policies or procedures for the operation of the University and, to the extent not inconsistent with these Bylaws, for the Board's own governance. All such policies and procedures in existence on the date of the adoption of these Bylaws, and all policies and procedures subsequently adopted by the Board must be published and are binding on all affected university constituents. The President shall be responsible for the publication and implementation of all policies and procedures of the Board.

Article II – Employees

Section 1 – The President

The President serves at the pleasure of the Board of Visitors or pursuant to contract with the Board. The President is the Chief Executive Officer of the University and oversees the overall operation of the University. The President is expected to provide leadership to the University community in the development of its mission and programs. The President directs the University's administration, faculty and staff, and oversees the financial affairs of the University and the use and maintenance of its physical facilities. The President supports the fund-raising and advancement efforts of public and private entities on behalf of the University and serves as the University's representative and official spokesperson. The President must act in accord with the policies and direction of the Board. The President must perform the duties and exercise the authority of the office in accordance with all applicable federal and state laws and regulations.

The President may delegate specific duties, in whole or in part, to other employees of the University. However, the President remains responsible for the performance of the delegate as to all matters within the President's authority.

The Board shall meet with the President, at least annually, in a closed meeting, and deliver an evaluation of the President's performance. A preliminary evaluation report is to be submitted by the Governance, Administration and Athletics Committee to the Board, which report serves as the initial basis for the Board's review and evaluation. Objectives for the coming year will also be presented to the Board by the President at the time of the evaluation.

Any changes to the President's contract shall be made only by vote of a majority of all members of the Board.

Section 2 – Provost, Vice Presidents, Vice Provosts, and Direct Reports to the President

The Provost, Vice Presidents, Vice Provosts, and all direct reports to the President are selected by the President, subject to approval by the Board, and serve at the pleasure of the President, or upon such other terms as agreed by the employee, the President, and the Board.

Section 3 – University Auditor

The University Auditor is responsible for the University's internal audit function, which provides independent appraisals and reviews of University operations. The University Auditor is administratively

responsible to the President, but is functionally accountable to the Board of Visitors. The University Auditor is appointed by, and reports to, the Board or a Board committee, as directed by the Board. In addition to the general responsibilities of the position, the University Auditor performs such duties incidental to the office as assigned by the Board or the President.

Article III – Miscellaneous

Section 1 – Suspension or Amendment of Bylaws

These Bylaws may be suspended or amended in whole or in part at any meeting of the Board of Visitors.

Section 2 – Parliamentary Authority

Unless otherwise specified by these Bylaws, all Board and committee meetings, actions, and rulings will be guided by the most current edition of *Robert's Rules of Order Newly Revised (most recent edition)*.

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Attachment A

JAMES MADISON UNIVERSITY

Board Manual - Article X. OFFICERS:

The officers of the Board of Visitors consist of the rector, vice rector and secretary of the board. All are nominated and elected at the annual meeting.

Each officer is elected for one year or until a successor is elected and qualified. The rector and vice rector may serve a maximum of two one-year terms. Vacancies in any office may be filled at any meeting. The rector and vice rector are members of the board; the secretary may be an administrative employee of the university.

GEORGE MASON UNIVERSITY

Bylaws - ARTICLE III

Officers are elected pursuant to the §23.1-1502 of the Code of Virginia.

Addendum B, §23.1-1502, Meetings; officers; committees

C. Every other year, the board shall appoint from its membership a rector to preside at its meetings, a vice -rector to preside at its meetings in the absence of the rector, and a secretary to preside at its meetings in the absence of the rector and vice-rector.

VIRGINIA TECH

Bylaws – Article I

Section 4. Officers

The Board elects annually from among its members a Rector to preside at meetings and a Vice Rector to serve as President pro tempore in the absence of the Rector. The Board appoints a Secretary to the Board, who shall also serve as a resource on questions of parliamentary procedure. The University legal counsel serves as the counsel to the Board.

The Rector and Vice Rector may serve a maximum of two one-year terms. The terms of the Rector, Vice Rector, and Secretary take effect July 1. The Vice Rector will also serve as the chair of one of the standing committees.

Section 6b. Nominating Committee

The Nominating Committee, traditionally composed of three members, reports at the annual organizational meeting of the Board. It makes recommendations on all officers of the Board. The Rector will invite any additional nominations from the full Board before the vote is taken at the organizational meeting.

UNIVERSITY OF VIRGINIA

BYLAWS:

SECTION 4.11 TERMS OF OFFICE, ELECTION, AND REMOVAL —

> The Rector and Vice Rector shall serve terms of two years, commencing 1 July of the first year and ending 30 June of the last year. At the conclusion of the Rector's term of office, the Vice Rector shall succeed the Rector and serve for two years in that office. At its regular meeting closest to 30 June every two years, the Board shall elect a Vice Rector from among its members to succeed the Rector, as hereinabove provided. At the election meeting, the election shall be by majority vote of the members present following nominations, and the Secretary shall serve as the presiding officer until an election is accomplished unless the Board decides to appoint another presiding officer. The Secretary shall count the votes and announce the election of the Vice Rector. The Rector may be removed by a vote of two-thirds of the whole number of Visitors at a regular meeting, or special meeting called for this purpose.

VIRGINIA COMMONWEALTH UNIVERSITY

BYLAWS –

Section 4.02 Election of Officers. The Nominating Committee will make its recommendation at the first regular BOV meeting of the calendar year (the Winter meeting) and the BOV will at that time elect a Rector. The Nominating Committee, in consultation with the Rector and Rector-elect, will make recommendations to the BOV for the Vice-Rector and Secretary at the annual meeting and the BOV will at that time elect those officers.

Section 4.03. Rector.

- **a. Election.** The BOV will elect a Rector-elect at its Winter meeting; the Rector will take office on July 1 for a one-year term. The Rector may be reelected for one additional term.

4.04. Vice-Rector.

a. Election. The BOV, at its Spring meeting, elects a Vice-Rector who serves for a one-year term or until a successor has been elected. The Vice-Rector may be reelected for one additional term.

4.05. Secre4.05. Secretary.

a. Election. The BOV, at its annual meeting, elects a Secretary who serves for a one-year term or until a successor has been elected. The Secretary may be re-elected for one additional term.

LONGWOOD UNIVERSITY

BYLAWS:

Article II – Section 2:

1. **Election**. The officers shall be elected at the annual meeting of the Board and serve until the succeeding annual meeting. Prior to the annual meeting of the Board, the Rector shall appoint a nominating committee of no fewer than three members. The nominating committee shall report a recommendation of Rector, Vice Rector, Secretary, and at large member of the Executive Committee at the annual meeting. Nominations by other members of the Board may be made in open session. The vote of all members shall be evidenced in open session by hand or voice vote. The election shall continue until a nominee has received a majority of the votes of the Board membership. The President of the University shall serve as the presiding officer over the election until the election of the Rector is accomplished unless the Board directs otherwise.

CHRISTOPHER NEWPORT

University Handbook 2016-–2017 Edition

Section II -Board of Visitors

e. Article V. Officers

1) Section 1. The Board of Visitors shall at the annual meeting in even numbered years elect from its membership a Rector, a vice-rector and a secretary. Said officers shall

serve for a two-year term. The elections shall be by secret ballot, unless waived unanimously by consent. The secretary shall serve as the presiding officer until an election is accomplished or the Board appoints another presiding officer. Election of officers shall be by a majority vote of the members present. Nominees must have two years remaining in their terms or must be eligible for reappointment to the Board. Priority should be given to nominating members for office whose terms of appointment to the Board do not expire simultaneously so the Board shall not be without a presiding officer.

OLD DOMINION UNIVERSITY

BYLAWS

Section 4.03 – Nominating Committee

The Nominating Committee is responsible for nominating Board members for Board officer positions. In even numbered years, at the annual June meeting of the Board, a Nominating Committee of an odd number of not less than three members along with two alternates shall be elected by the Board. The Committee shall meet at the same meeting during which it is created to elect its chair. The Nominating Committee shall consult with the Rector, the President, and all other Board members about the needs of the University without being bound by their suggestions.

a. Nominations. The Nominating Committee shall post a call for nominations for officers from the Board no later than July 15. Nominations shall be submitted in writing to the committee chair and shall be due no later than 31 days following the date of the call for nominations. Members of the Board may feel free to nominate themselves for an office to the chair of the Nominating Committee. Nominees for officers must have more than one year remaining on their terms of appointment. The Nominating Committee should give priority to nominating members for office whose terms of appointment on the Board do not expire simultaneously so the Board shall not be without a presiding officer.

b. Presentation of Nominations. The Nominating Committee shall meet at least 14 days prior to the September Board meeting to determine the nominations to be presented to the Board. The recommendation of the nominating committee shall be distributed with the announcement of the meeting of the Board of Visitors in the even numbered year in which the election of officers is to be held. At that meeting, the nominating committee shall present one candidate for each office for election in accordance with §5.01 of these Bylaws. Nominations from the floor may be made from the floor prior to such election.

c. Committee Vacancies. In the event a member of the Nominating Committee cannot serve or becomes a candidate for an office for which the committee is selecting candidates, he/she shall resign from the committee immediately and the Rector shall immediately appoint a previously elected alternate as a replacement. Should circumstances require additional alternates, they shall be elected by the Executive Committee at a special meeting convened for that purpose.

d. Officer Vacancies. The Nominating Committee may be elected by Board members at a regular or special meeting to fill vacant officer positions that may be created. The Nominating Committee shall then meet as required by §5.04, Vacancies, of these Bylaws.

Board Officers

5.01. Officers Elected from the Board

The officers to be elected from the members of the Board of Visitors shall be the Rector, Vice Rector, and Secretary. Officers must have at least one year remaining in their terms. At the first regular meeting after July 1 of even numbered years, the Board shall elect its officers from its own body (§23-49.17(b), Code of Virginia). Newly elected officers shall take office immediately following the close of the meeting at which elected and shall serve for a term of two years, or until their successors have been elected. Officers must be elected by an affirmative vote of at least nine voting members of the Board. Officers may not hold the same office for more than one term. For purposes of the preceding sentence, service of a partial term of one year or less shall not be considered.

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Attachment B

Information Technology Report

Board of Visitors

Governance, Administration & Athletics Committee

RADFORD UNIVERSITY

Agenda

- Highlights Since September 2016 BOV Meeting
- Other Strategic Initiatives

Highlights Since September 2016 BOV Meeting

Starfish Update

- As was reported at the November 2016 BOV meeting, the Starfish implementation transitioned to system support in September 2016.
- A Starfish governance committee has been created to oversee requested enhancements and reporting needs as well as acting as the steering committee for Phase 2 of the project.

Installation of Technology for the College of Humanities and Behavioral Sciences Building

- 20 electronic learning spaces have been completed with the latest technology. Classrooms feature 90 inch LED television displays instead of projectors.
- 48 breakout rooms have been configured with 55 inch displays providing collaboration spaces for students.
- An Emergency Operations Center (EOC) and a Social Media Watch Center provide facilities for training and operational needs. Each features a 5 by 2 video wall.
- A technologically sophisticated Court Room features recording cameras and monitors to aid all elements of an actual judicial trial. The Court Room was completed in November 2016.
- The TV Studio was completed in November 2016 providing a state of the art production facility for the faculty and students in the School of Communication. The studio is connected to a Live Time Network (LTN) digital Internet network which allows high quality uplinks to other television stations and TV networks.
- Improvements based on support requests and feedback from faculty continue in classrooms and other areas.

Technology Planning and Configurations for Whitt Hall Renovation

- Division of Information Technology staff are currently working closely with Capital Outlay and Construction, as well as the building contractor, on validating the technology infrastructure for Whitt Hall.
- Planning is underway, in collaboration with future occupants of the building, for the classroom and audio/visual (AV) infrastructure.

Technology Planning for Reed and Curie Renovation

- As the design phase of the Reed/Curie renovation project gets underway, the Division of Information Technology staff have provided the architects with initial information on the infrastructure needs.

Technology Support for other Campus Space Changes

- Several campus space changes are underway, as a result of space vacated by the College of Humanities and Behavioral Sciences.
- The Division of Information Technology is collaborating closely with Facilities Management and future occupants to support the network and AV infrastructure for these changes.
- This currently includes work taking place for classrooms, offices and meeting rooms in Porterfield, Russell and Cook.

CAS/Shibboleth Single-Sign-On Project

- Work continues to enhance the authentication system used by the campus community to access on premise and cloud based systems.
- In January, work was completed to upgrade this infrastructure to the latest Shibboleth version and provide a more reliable system through clustered servers.
- This will also include upgrading the Active Directory Federation Service (ADFS) and federation of this service with Shibboleth to allow more seamless access to the Office 365 environment.
- Integration is underway for ServiceNow, Barnes and Noble Ignite and Office 365.

Residence Hall WiFi Review and Enhancement Planning

- Students living in campus residence halls rely heavily on WiFi for their many connected devices.
- In November 2016, a written student survey along with a radio frequency signal survey was completed in Draper Hall to better analyze coverage and signal issues.
- Based on this review, a small number of access point location changes were completed in January 2017.
- Planning is underway for additional changes during the Summer of 2017 to enhance WiFi in other residence halls.
- These changes should provide students with better WiFi coverage, reliability and throughput.

Server Firewall Replacement Project

- Maintaining a high level of security is critical for today's IT environments.
- A next generation firewall with intrusion prevention capabilities has been purchased to better protect on premise servers.
- The first servers were placed behind this firewall in December 2016 with plans underway to continue moving servers behind this firewall over the next several months.
- During the transition, each server is being reviewed to validate which services should be available and configuring the appropriate protections.

IT Infrastructure

- Removed rusecure WiFi to simplify the list of wireless networks available to the campus community.

Wireless Network	Users
Radford_Wireless	Faculty, staff & students
Radford_Guest	Visitors to campus
eduroam	Visitors from other educational institutions participating in eduroam.

- Upgraded Active Server Page (ASP) web server to latest operating system and version.

Computer Lab Virtualization RFP

- In September 2016, an RFP was issued for a “Hosted Application / Virtual Computer Lab Environment”.
- This will provide an option for students to easily access applications in a cloud-based environment.
- Responses from this RFP have been received and vendor review and negotiations are currently underway.
- The solution that is selected will replace the current Citrix virtual lab environment.

University Computers Upgraded to the Latest Version of Java

- Technology Support Services continues to update software on university computers on a regular basis to keep them secure and provide the latest functionality.
- The latest version of Java has been rolled out to Windows computers on campus using System Center Configuration Manager (SCCM) establishing a more routine method of patching computers.

OurTurn Technology Workshops

- Each year during January, May and August, the Faculty Development Center offers a number of workshops providing faculty and staff an opportunity to be students and develop new skills.
- The Division of Information Technology helps support this with a variety of technology workshops. During the January Our Turn, 14 technology workshops were provided.

ServiceNow Update

- ServiceNow was adopted in 2015 as an IT Service Management tool.
- To ensure staff are using this tool to manage support requests in a consistent manner and to maximize usage of this tool, the staff recently underwent refresher training on how best to use the system.
- New reports and dashboards have been created in ServiceNow for project and portfolio management and monitoring.
- Current project management processes and tools are being evaluated for additional improvements and cost savings.
- An Our Turn session was offered to faculty and staff to review best practices and methodologies in project management.

Technology Support Services

- Processed 6,522 support requests between September 1st and January 22nd.
- In December 2016, the Division of Information Technology sent out its third annual Technology Support Survey to faculty and staff to solicit feedback and determine where services can continue to be improved. The survey indicated a slight improvement in most service levels from our 2015 survey.
- During the Fall of 2016, 45 technology training workshops were offered to provide faculty and staff with opportunities to enhance their technology skills.

IBM Cognos Analytics/ODS 8.5

- Testing and verification by the campus community is nearly complete for the Cognos Analytics and Banner Operational Data Store (ODS) 8.5 upgrades.
- Discussions are underway for a go-live date that will have the least impact to campus offices.

Degree Works Transfer Equivalency

- The Degree Works Transfer Equivalency project was finalized in September 2016.
- This product provides prospective transfer students the ability to verify transfer credit at RU more efficiently.

Admissions Update

- Partnered with Enrollment Management to implement a new Admissions process that went live in October 2016.
- Data interfaces between Royall & Company, Banner and Radius are being utilized to streamline processing of admission application information and to create reporting.
- Analysis continues for improvements for both business and technical processes.

Electronic Personnel Action Forms

- Phase 2 of the Banner Electronic Personnel Action Forms (EPAFs) went live in October 2016 replacing paper based signature processes with online forms and approval workflows.
- These EPAFs included:
  - Department Change
  - Department & Budget/FOAP Change
  - Budget/FOAP Change
  - Grant Continuation without Budget/FOAP Change
  - Grant Continuation with Budget/FOAP Change
  - Wage Continuation
  - Hourly Rate Change
  - Job Termination
  - Job Title Change
  - Supervisor Change

Medicat Implementation

- The Medicat implementation project was kicked off in October 2016 for the management of Student Immunization compliance.
- Meetings are underway to define processes and necessary data interfaces for reporting purposes.

Cardinal Payroll Project

- The Commonwealth kicked off the Cardinal Payroll project with RU and other state agencies in November 2016.
- Cardinal Payroll will replace CIPPS for RU's payroll processing through the Department of Accounts.
- Regular meetings in Richmond are being attended by both functional and technical staff to build the necessary interfaces and processes to smoothly transition RU's payroll to Cardinal between May and October 2018.

PeopleAdmin Upgrade

- A contract for the PeopleAdmin SelectSuite product was finalized in December 2016.
- This will be a re-implementation/upgrade of the current PeopleAdmin 5.8 system which is to expand the use of the product for all employment classes and is expected to improve functionality and workflows across campus.
- New interfaces will be developed between Banner and PeopleAdmin to streamline and improve data entry, reporting and security related to both systems.
- Onboarding tools will be implemented to streamline the hiring process and associated documents.
- Project kickoff is planned for February 2017.

ChromeRiver online Travel & Expense Implementation

- The ChromeRiver implementation for online Travel and Expense management was kicked off in December 2016.
- Meetings are underway to define processes and workflows for the hosted solution.
- ChromeRiver is expected to go-live in the spring with an initial pilot of approximately 100 employees.

Exit Interview Process Enhancement

- A new Banner Student Exit Interview process has been developed and implemented.
- The system enables the university to more effectively track the data collected when students withdraw from the university.
- It is expected this will provide new insight into retention issues as we are able to report on various aspects of student withdrawals.

Information Security

- The system for collecting alerts from the network taps has been configured, and events are being collected. Log indexing, alerting and correlation will be the primary activity over the next six months.
- The Information Security Officer is working with Identity Management and Infrastructure teams to plan and implement a wider provisioning of two-factor authentication for faculty and staff to protect sensitive data.
- Security procedures, standards and training are being revised and updated.

Other Strategic Initiatives

Other Strategic Initiatives

- Finalizing a Computer Lab Strategy to maximize the use of labs and enhance access to software in the most cost effective manner
- Enhancing and further deploying Constituent Relationship Management (CRM) system functionality in Radius and Starfish
- Updating Enterprise Reporting Strategy
- Reviewing and evaluating Collaboration Tools for Faculty and Staff
- Expanding the use of the Document Management/Imaging System
- Expanding the deployment of Workflows
- Transitioning to Banner XE
- On-going enhancements to Information Security through new firewalls and network monitoring solutions

Other Strategic Initiatives

- Researching an alternative to Diligent Board Books
- Transitioning Faculty and Staff Email to Office 365
- Developing a “proof of concept” Predictive Analytics Model for student retention using IBM Watson Analytics
- Researching Online Exam Proctoring tools
- Researching an alternative to the Luminis MyRU Portal
- Finalizing Third-party Security process
- Building an Intrusion Detection System
- Deploying Two-Factor Authentication to improve security of sensitive systems

Questions ?

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Attachment C

Board of Visitors Presentation

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

Intercollegiate Athletics

I. Student-Athlete Experience

Support a culture that promotes safety, excellence, and wellness

Facilities

Phase I - Completion of the Sports Performance Complex

Phase II - Transition of Sports Medicine Facilities

Student-Athlete Development

Highlander Athletic Career Event – March 22, 2017

Intercollegiate Athletics

II. Culture

Empower and improve the student-athlete experience

Designed a survey that focuses on the student-athlete experience

- Campus Culture
- Academic Achievement
- Student-Athlete Development/Life Skills
- Competitive Excellence
- Social Experience

NCAA autonomy proposals surrounding student-athlete welfare passed

Intercollegiate Athletics

III. Academic Excellence

Reward and recognize the academic excellence of student-athletes

3.24 overall grade point average (GPA) for fall 2016

Highlights from the fall 2016 semester include:

- 69% earned a GPA of 3.0 or higher
- 32 earned a GPA of 4.0 & 49 earned Dean's List honors (3.5 or higher)
- Women's Golf & Softball had 100% of its athletes earn a 3.0 or higher
- Volleyball earned the highest GPA with a 3.71

Programs earning over a 3.0 GPA for fall 2016:

Baseball
Men's Golf
Men's Soccer
Women's Basketball
Women's Cross Country
Women's Golf
Women's Lacrosse
Women's Soccer
Softball
Women's Tennis
Women's Volleyball

Intercollegiate Athletics

IV. Academic Excellence
Reward and recognize the academic excellence of student-athletes

Student-Athletes earning academic awards during fall 2016 semester:

Fraser Colmer – Men's Soccer
- Big South All-Academic Team & Scholar-Athlete of the Year
- CoSIDA Academic All-District First Team & All-American First Team

Jo Vetle Rimstad – Men's Soccer
- NSCAA Scholar All-American First Team

Kelby Jackson – Volleyball
- Big South All-Academic Team

Hannah Duff – Women's Soccer
- Big South All-Academic Team

Courtney Rice – Women's Cross Country
- Big South All-Academic Team

Ashenafi Kidanu – Men's Cross Country
- Big South All-Academic Team

Intercollegiate Athletics

V. Competitive Excellence

Compete for conference championships and participate and advance in postseason play

Fall Sport Success

- Men's Soccer
- Volleyball
- Men's Cross Country

Winter Sports in Season

- Men's Basketball
- Women's Basketball
- Women's Indoor Track

Big South Sasser Cup Standings – Currently 3rd Place

Intercollegiate Athletics

VI. Resource Development (as of January 20, 2017)

Increase external revenue streams in support of the Athletics Department

Learfield Sports Properties

- $259,550 ($175,800 cash, $83,750 trade)
- Overall Percentage to Goal: 87% ($300,000)
  Cash Revenue Target: 98% ($180,000)
  Trade Revenue Target: 70% ($120,000)

-Projecting to end the 2016-17 year between $300,000 and $315,000 in overall revenue

-Currently have secured twelve (12) new business partners for the 2016-17 academic year

-Currently have surpassed the overall cash revenue amount from the 2015-16 academic year by $52,000

Intercollegiate Athletics

VII. Resource Development (as of January 20, 2017)

Increase external revenue streams in support of the Athletics Department

- Total gifts to Radford Athletics Club $637,672
- Total membership for 2016-17 388 members

2nd consecutive year 100% participation in all-staff giving campaign-over $15,000 raised in support of student-athletes/27 staff members increased their gift from previous year (110% program)

$207,500 in commitments to the student-athlete experience campaign to enhance strength & conditioning, athletic training and nutritional programming

Intercollegiate Athletics

VIII. Branding

Design a branding which is consistent across all programs and facilities

Logo Launch - October 16, 2016

2016 4th Quarter Royalty Revenue (10/1/16 - 12/31/16)

- $21,183
- 48% increase from the same period last year

Intercollegiate Athletics

IX. Special Events

"HIGHLANDER PRIDE WEEKEND" Sponsored by E.C. Pace & Company

- April 27- Red & White Gala at the Farmhouse
  Silent/Live Auction and Dinner

- April 28- Callie Dalton & Associates Highlander Open
  Presented by Atlantic Bay Mortgage- Golf Outing at Draper Valley Golf Club

- April 29- Highlander Half-Marathon & 8K

To date $52,750 has been raised in sponsorships for Highlander Pride Weekend

Goal is to net $50,000 for Student-Athlete Scholarship Fund

Intercollegiate Athletics

X. Special Events

Coach Joe Davis Basketball Office Suite Naming & Dedication – Thursday, April 27, 2017

- $100,000 raised by former players and friends of the program to honor Coach Joe Davis

Baseball Stadium Naming Dedication & Reception – Saturday, April 29, 2017

• Home Dugout	Mr. Don Just
• Playing Field	Mr. Abie Williams
• Indoor Hitting Facility	Mr. Paul Sioros
• Baseball Stadium	Mr. Mike Hurt

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Attachment D

2017 E.C. PACE COMPANY HIGHLANDER PRIDE WEEKEND

Radford Athletics and title sponsor, E.C. Pace Company, cordially invite you to Highlander Pride Weekend! Held over three days, April 27th-29th, this weekend will bring together Radford students, faculty and staff, alumni, supporters, and the New River Valley community to participate in a series of special events to raise funds for Radford Athletics Student-Athlete Scholarship Fund.

Red & White Gala presented by English Meadows Senior Living

The Red & White Gala is an evening of fun and fundraising for Radford Athletics. The event includes both silent and live auctions, as well as a buffet dinner, open bar and celebrity guest!

Date: Thursday, April 27th
Location: The Farmhouse in Christiansburg
Time: 6:00 p.m. VIP Cocktail Hour
7:00 p.m. Red & White Gala Silent Auction
8:00 p.m. Dinner and Program
Attire: Cocktail
Website: www.501auctions.com/redwhitegala
If interested in sponsorship opportunities, please contact Andrew Hartley at ahartley7@radford.edu.

Callie Dalton & Associates Highlander Open presented by Atlantic Bay Mortgage Group

Gather up your foursome and join us for a round of golf at the Draper Valley Golf Club. Prizes will be given to 1st, 2nd, and 3rd place teams, closest to the pin and longest drive. Lunch will be provided, as well as a cook-out/reception after play.

Date: Friday, April 28th
Location: Draper Valley Golf Club
Time: 9:00 a.m. Check-in/Driving Range
10:00 a.m. Shotgun Tee Time
3:00 p.m. Cook-out/Reception
Cost: $400 for foursome (includes green fees and cart)
Purchase Tickets: Contact Andrew Hartley at ahartley7@radford.edu
If interested in sponsorship opportunities, please contact Andrew Hartley at ahartley7@radford.edu.

Highlander Half Marathon & 8K

Join us for the inaugural Highlander Half marathon, 8K and Kids Fun Run! The race course will take runners on a tour of Radford that includes our beautiful campus and the surrounding neighborhoods. As runners head back to the Dedmon Center, the 8K folks will head to the finish line and the Half Marathon runners will continue on their tour through Bisset Park, Wildwood Park and some gorgeous neighborhoods around the city. All runners will enjoy a spectacular finish line celebration with great food, live music and activities for the children.

Date: Saturday, April 29th
Time: 8:00 a.m. Half and 8K Start
9:00 a.m. Kids Fun Run Start
Register Online: https://runsignup.com/Race/VA/Radford/HighlanderHalfMarathon8K
If interested in sponsorship opportunities, please contact Stephanie Ballein at sballein@radford.edu.