Board of Visitors

Quarterly Meeting
June 12, 2020

RADFORD UNIVERSITY

Board of Visitors

Meeting Materials
Radford University Board of Visitors

June 2020

**RADFORD
UNIVERSITY**

Board of Visitors

**QUARTERLY MEETING
1 P.M. **
JUNE 12, 2020
MARY ANN JENNINGS HOVIS MEMORIAL BOARD ROOM
AND ELECTRONIC COMMUNICATION
THIRD FLOOR, MARTIN HALL, RADFORD, VA**

**DRAFT
AGENDA**

- **CALL TO ORDER AND**   Mr. Robert A. Archer, *Rector*
  OPENING COMMENTS

- **APPROVAL OF AGENDA**   Mr. Robert A. Archer, *Rector*

- **APPROVAL OF MINUTES**   Mr. Robert A. Archer, *Rector*
  o February 14, 2020

- **PRESIDENT'S REPORT**   Dr. Brian O. Hemphill, *President*

- **ENROLLMENT MANAGEMENT UPDATE**   Mr. Craig Cornell, *Vice President for
                                                                 Enrollment Management*

- **ACADEMIC AFFAIRS UPDATE**   Dr. Joseph P. Scartelli, *Interim Provost
  o Recommendation to Approve Teaching and   and Vice President for Academic Affairs*
    Research Faculty Tenure for 2020-2021

  o Recommendation to Approve Changes to the
    Teaching & Research Faculty Handbook,
    Section 1.3.1.3, Appointment Terms

  o Recommendation to Approve Changes to the
    Teaching & Research Faculty Handbook,
    Section 1.4.1.3, Student Evaluations of Faculty

  o Recommendation to Approve Changes to the
    Teaching & Research Faculty Handbook,
    1.4.1.4.1 Evaluation Procedures for Tenured
    and Tenure-Track Faculty

  o COVID-19 2020-2021 Personnel Timeline

- **DISCUSSION AND APPROVAL**
  OF 2020-2021 TUITION AND FEES

  Mr. Robert A. Archer, *Rector*

  Mr. Chad A. Reed, *Vice President for Finance and Administration and Chief Financial Officer*

- **CLOSED SESSION**
  Virginia Freedom of Information Act
  §2.2-3711 (A) (1), (2), (6), (7), (8) and (29)

  Mr. Robert A. Archer, *Rector*

- **ACTION ITEMS**
  o Approval of Evaluation
    ▪ Performance Plan Update
    ▪ Performance Plan Approval

  Mr. Robert A. Archer, *Rector*

  o Election of Rector and Vice Rector for 2020-2021

  Dr. Jay A. Brown, *Chair of Governance, Administration and Athletics Committee*

- **OTHER BUSINESS**
  o Faculty Representative to the Board of Visitors Introduction
  o Student Representative to the Board of Visitors Update
  o Resolution

  Mr. Robert A. Archer, *Rector*

- **ANNOUNCEMENTS**

  Mr. Robert A. Archer, *Rector*

  Meeting Dates
  August 4-5, 2020 Retreat
  September 10-11, 2020
  December 3-4, 2020

- **ADJOURNMENT**

  Mr. Robert A. Archer, *Rector*

<u>**BOARD MEMBERS**</u>
Mr. Robert A. Archer, Rector
Mr. James R. Kibler, Jr.
Dr. Thomas Brewster
Dr. Jay A. Brown
Mr. Gregory A. Burton
Ms. Krisha Chachra
Dr. Rachel D. Fowlkes
Dr. Susan Whealler Johnston
Mr. Mark S. Lawrence
Dr. Debra K. McMahon
Ms. Karyn K. Moran
Ms. Nancy Angland Rice
Mr. David A. Smith
Ms. Georgia Anne Snyder-Falkinham
Ms. Lisa Throckmorton

Enrollment Management Update

RADFORD UNIVERSITY
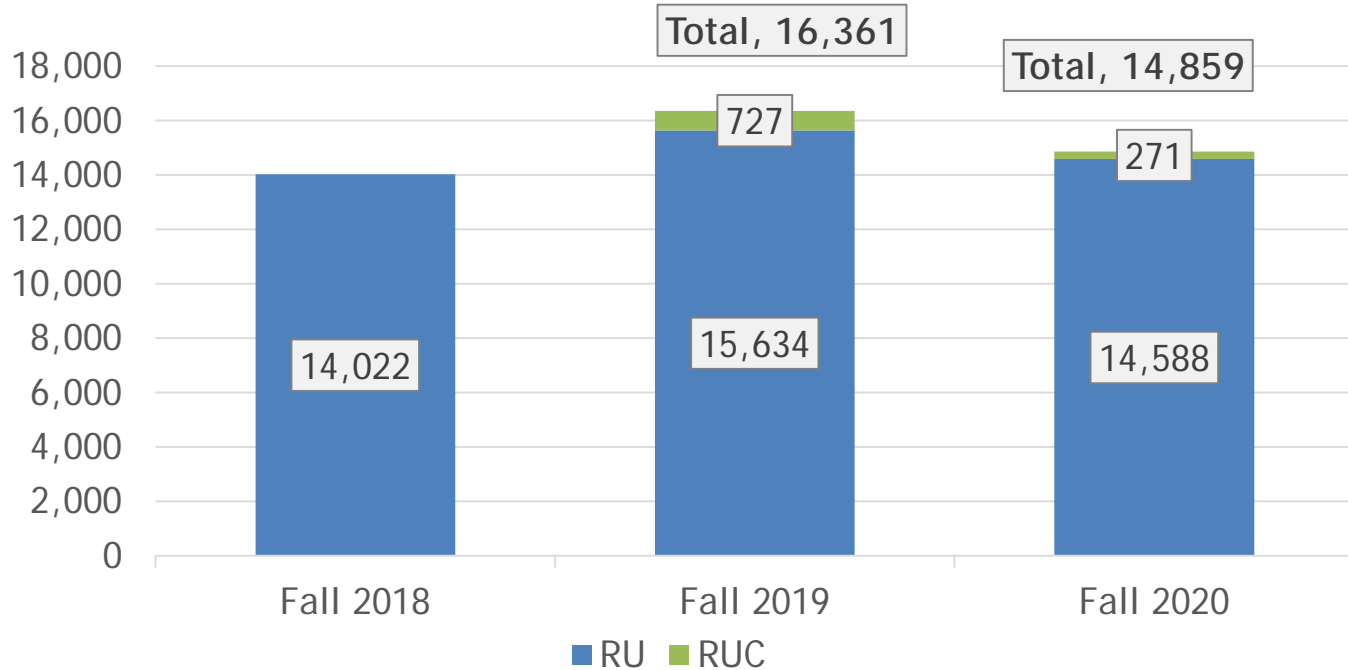
New Freshman Admitted (June 9th)

Chart title: New Freshman Admitted

- Fall 2018: RU = 10,454
- Fall 2019: RU = 11,860, RUC = 202, Total, 12,062
- Fall 2020: RU = 11,602, RUC = 177, Total, 11,779

Y-axis: 0, 2,000, 4,000, 6,000, 8,000, 10,000, 12,000, 14,000

Legend: ■ RU ■ RUC

Enrollment Management

RADFORD UNIVERSITY

New Freshman Admit Percent (June 4th)

New Freshman Deposits (June 9th)

RADFORD UNIVERSITY

New Freshman In-State Deposits (June 9th)

Chart: New Freshman In-State Deposits

	Fall 2018	Fall 2019	Fall 2020
RU	1,708	1,553	1,416
RUC		47	66
Total		1,600	1,482

Legend: ■ RU ■ RUC

Enrollment Management

RADFORD UNIVERSITY
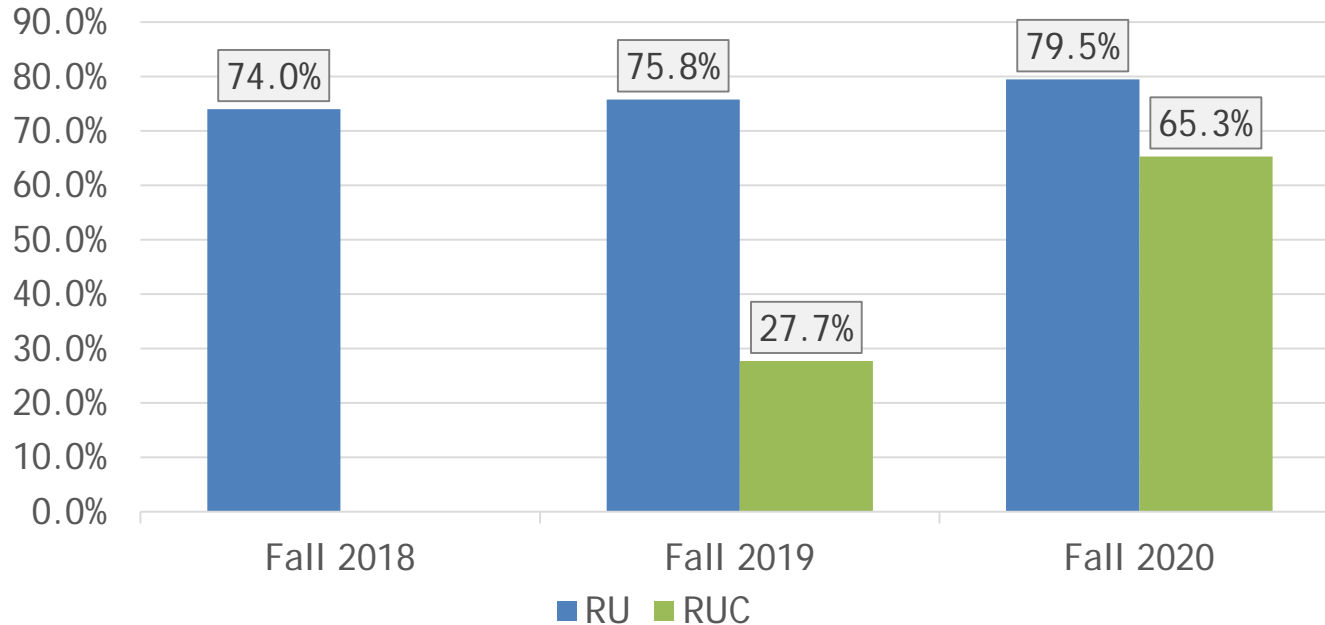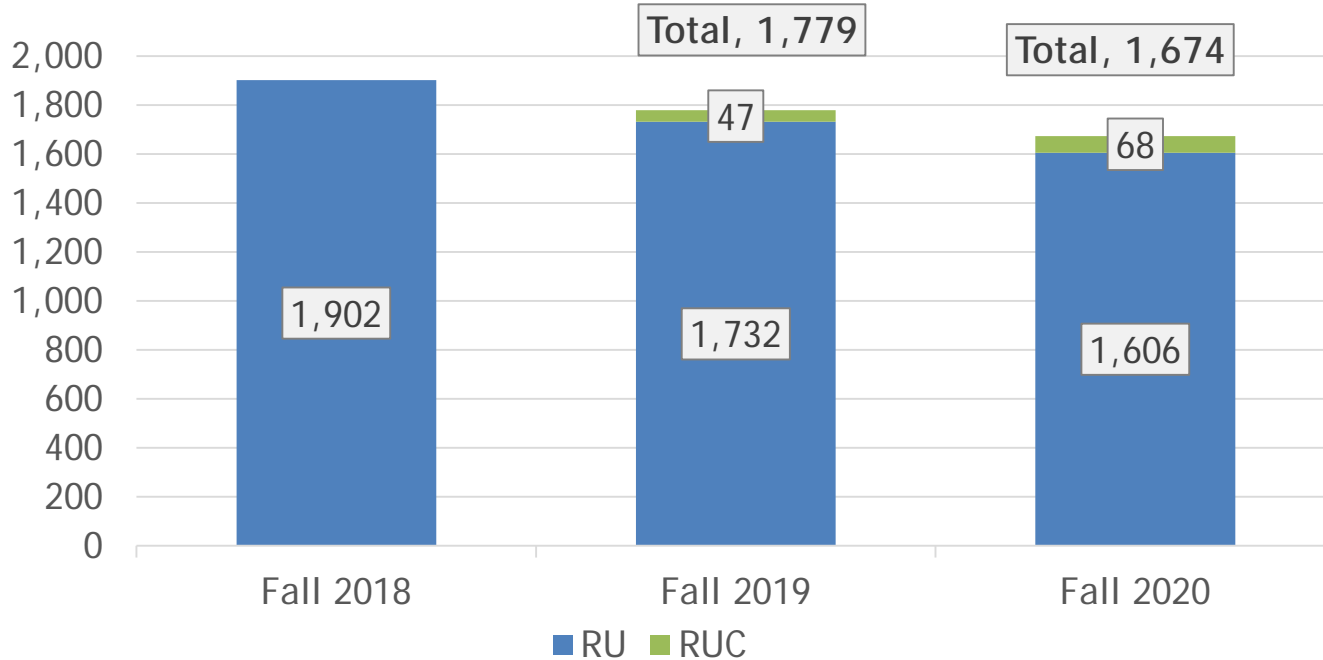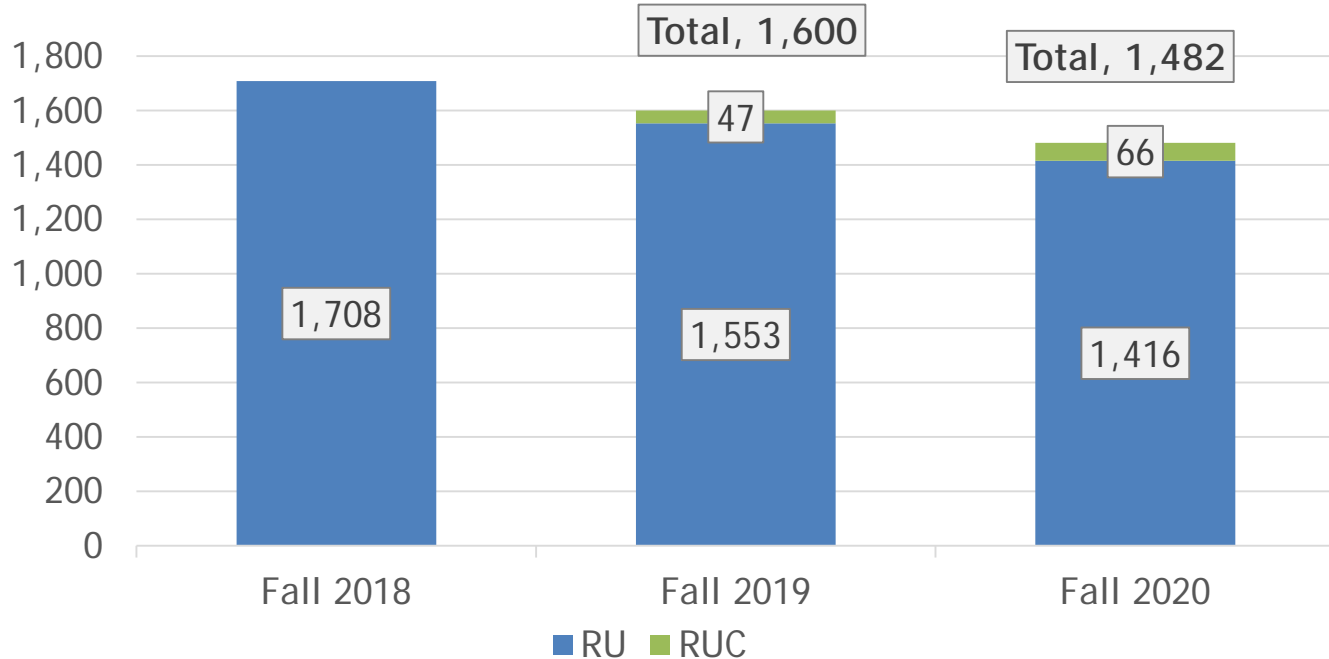
New Freshman Out-of-State Deposits (June 9th)

Enrollment Management

RADFORD UNIVERSITY

New Freshman Deposits (June 9th)

Enrollment Management

RADFORD UNIVERSITY

New Freshman Deposits (June 9th)

Fall 2018: 1,038
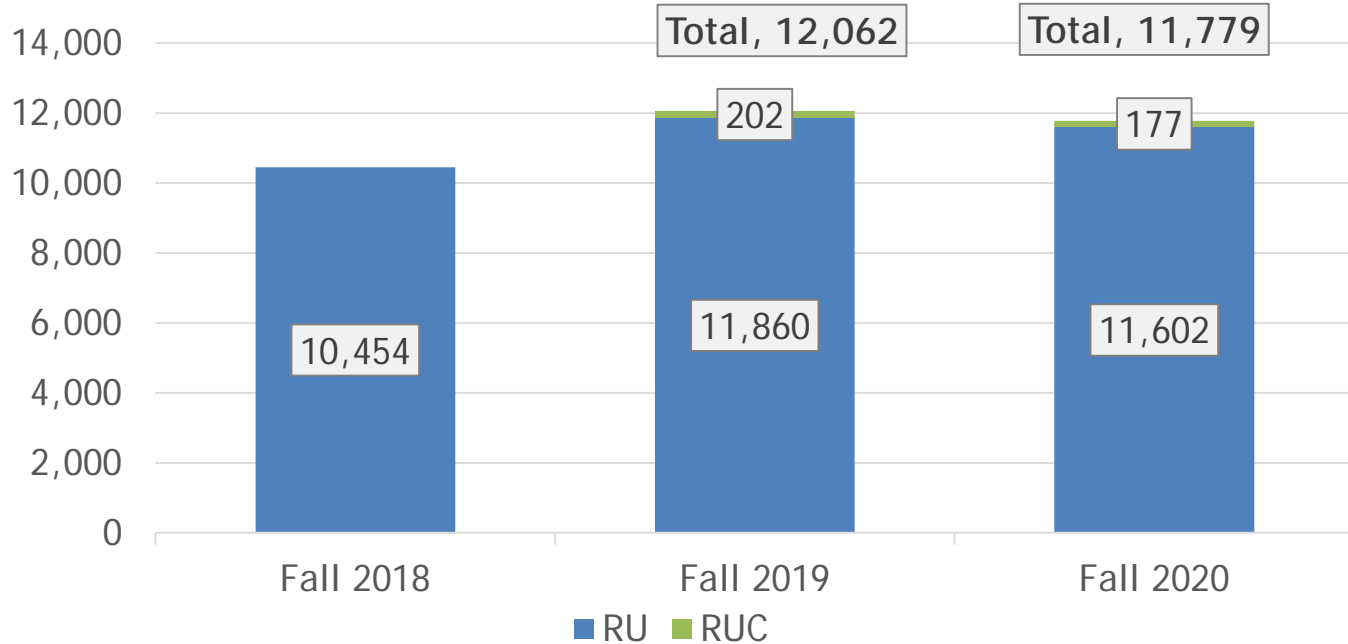**Fall 2019:** 1,028
Fall 2020: 1,017

SAT

Enrollment Management

RADFORD UNIVERSITY
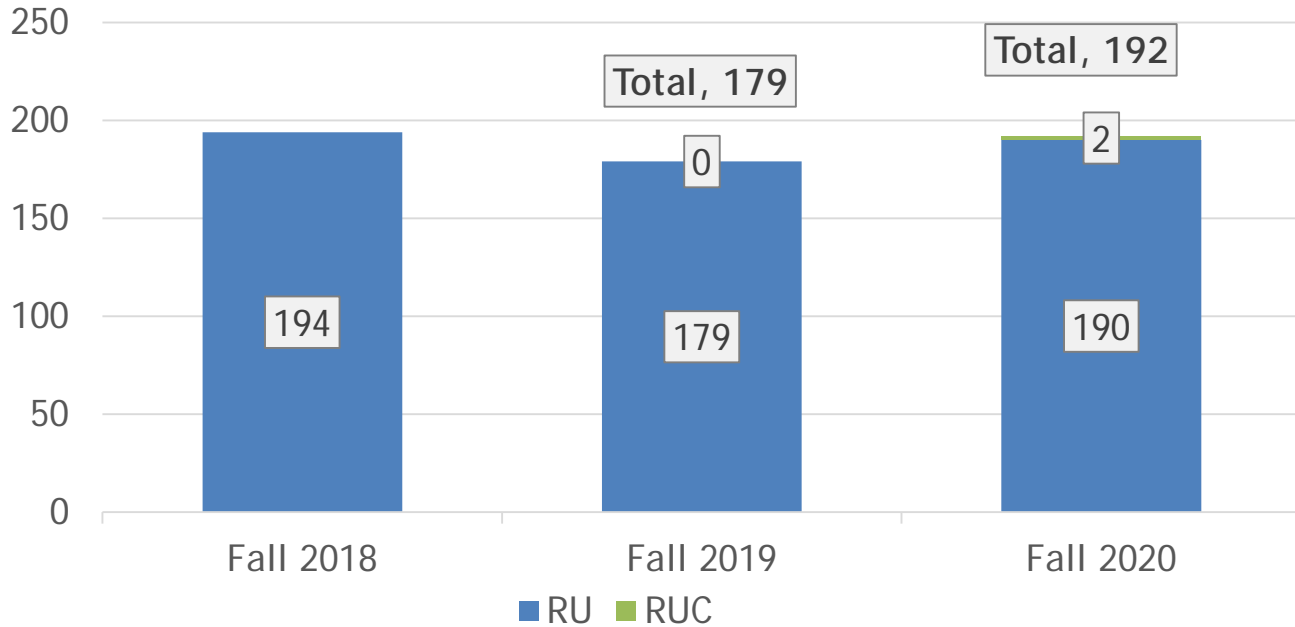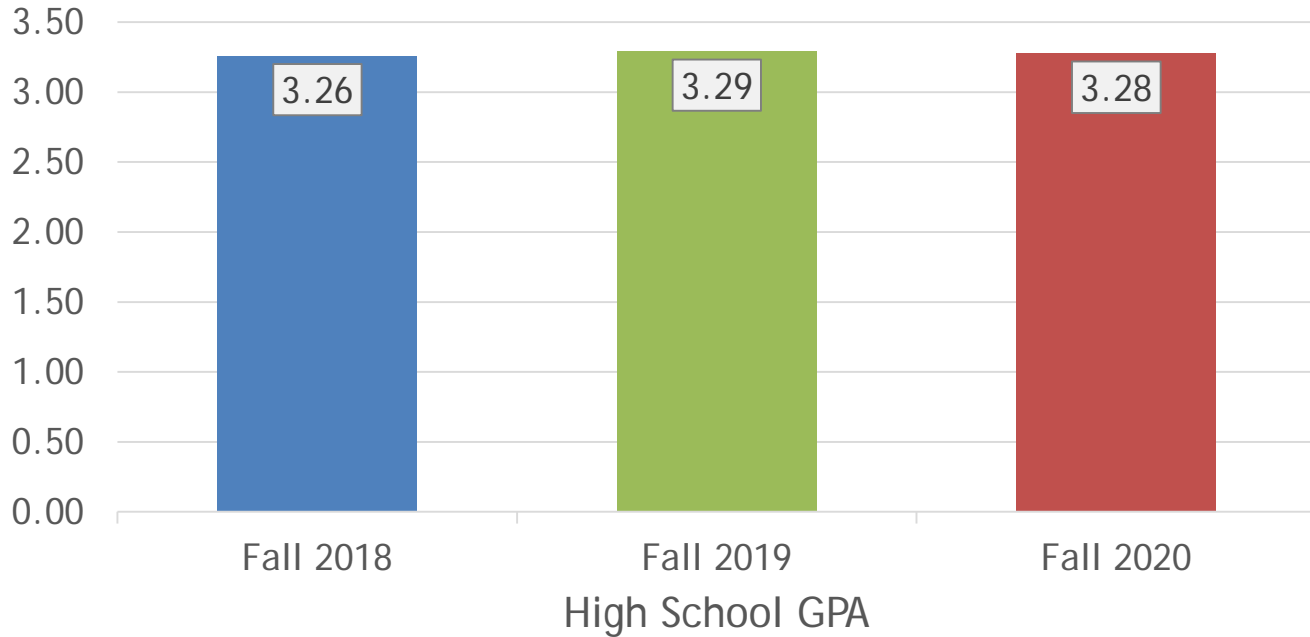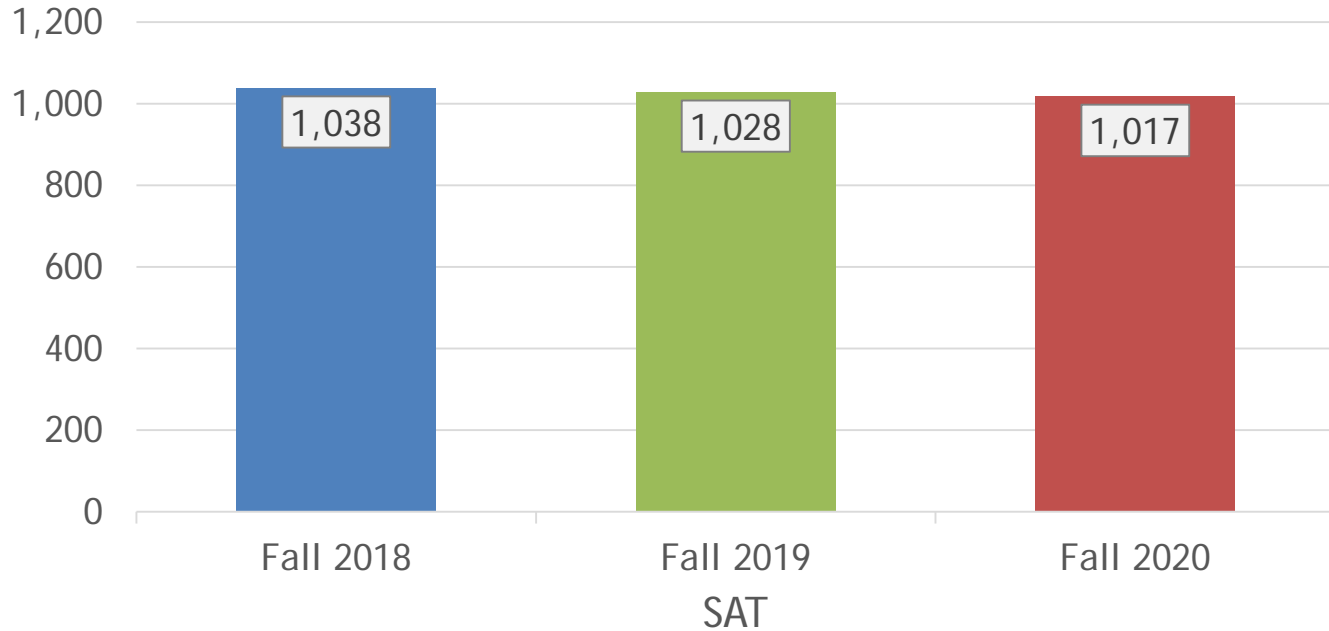
New Transfer Applications (June 9th)
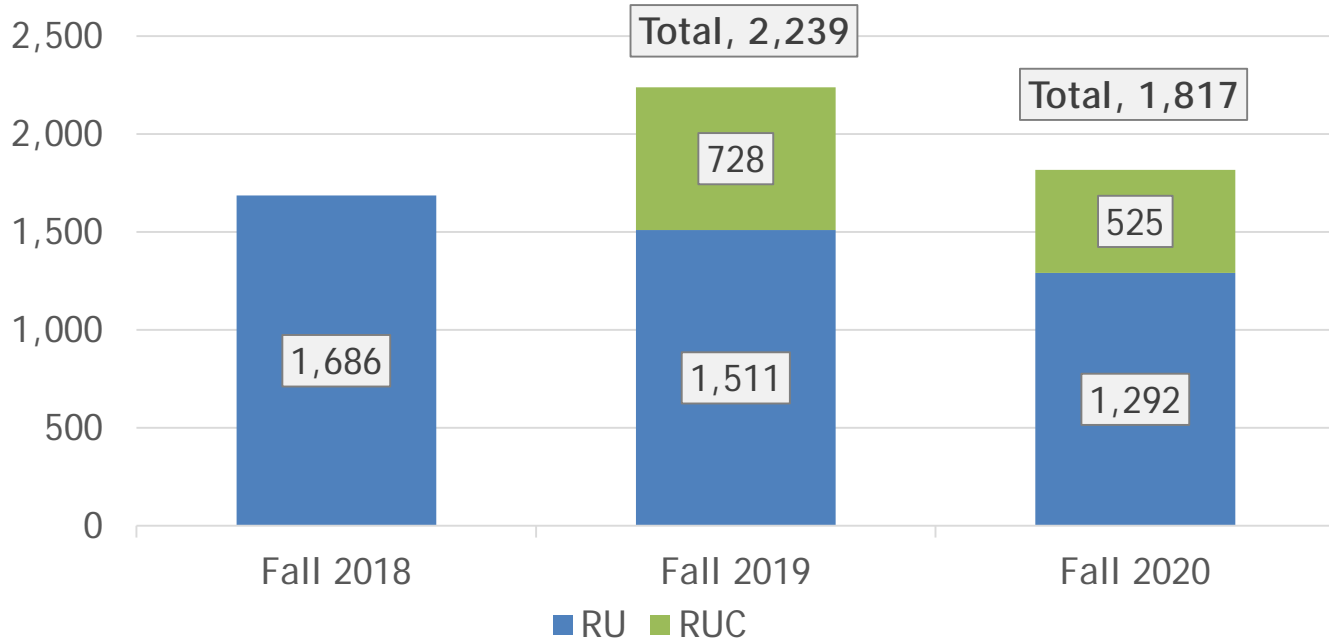
New Transfer Admitted (June 9th)

Enrollment Management

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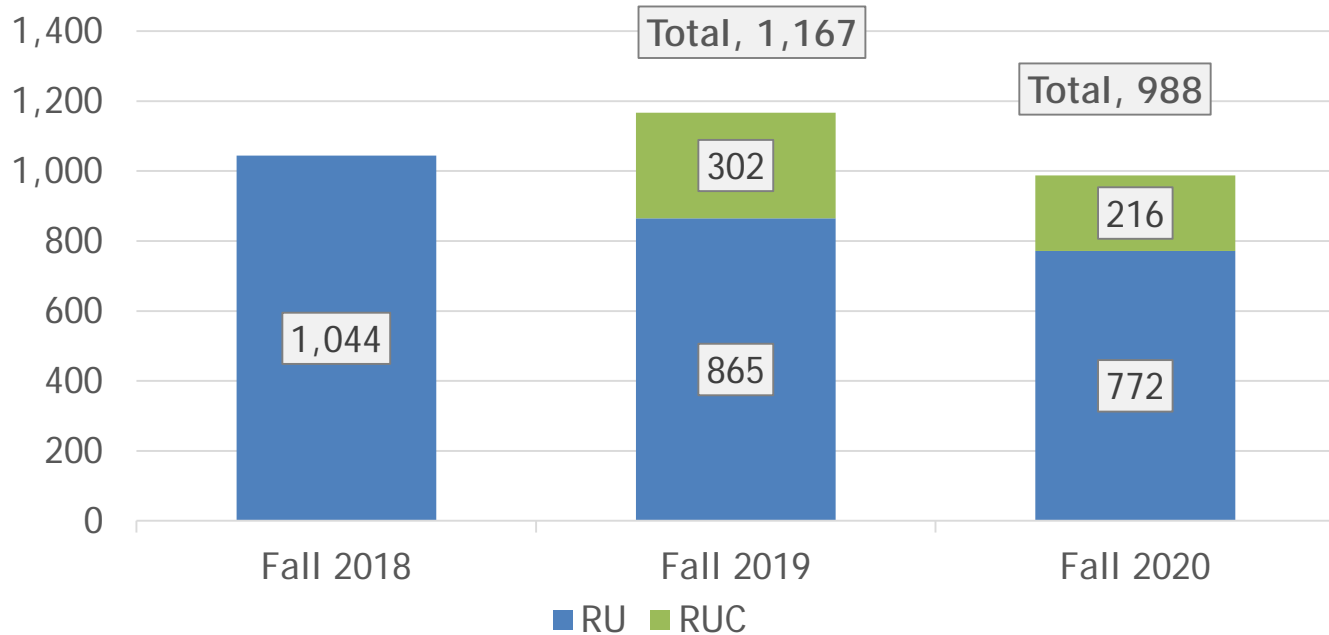
New Transfer Deposits (June 9th)

Enrollment Management

RADFORD UNIVERSITY
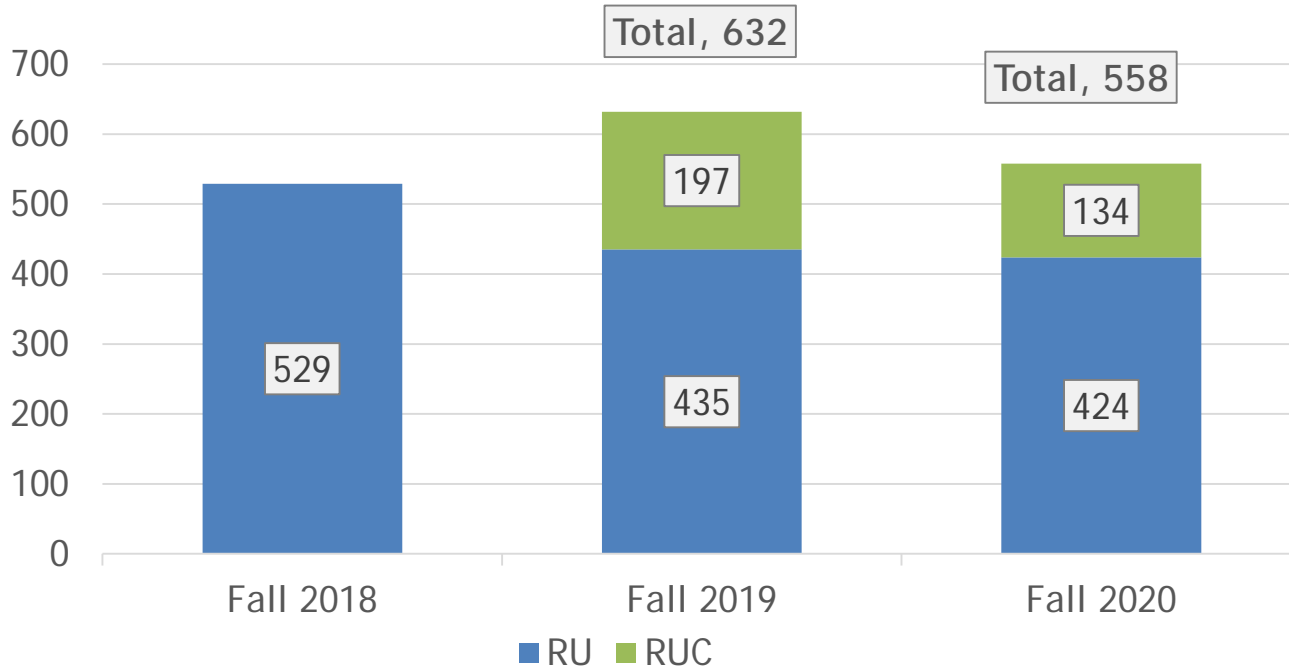
Bridge Program Commitments (June 9th)

Bridge Student Commitments

Fall 2020

Goal = 50

68

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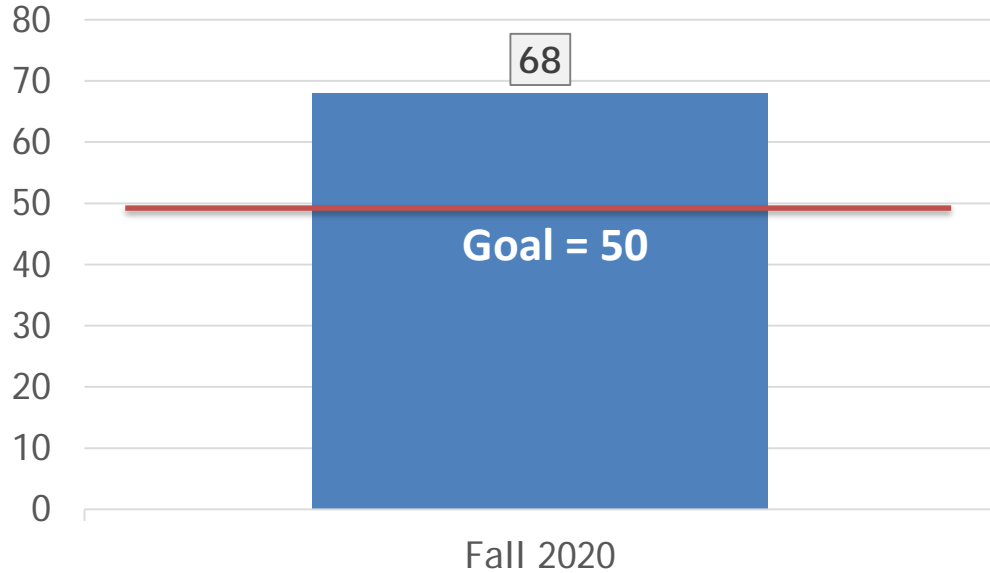
Student Recruitment Initiatives, Fall 2020+ [18]

With the onset of the Coronavirus pandemic we instituted a series of initiatives to remove any barriers to students' application process. We called these the "The Big 4". We were one of the first institutions to do these:

- ✓ Changed commitment date from May 1st to June 1st
- ✓ Initiated the "No Cost Commitment"
- ✓ Adjusted test score optional program to align to historic decisions
- ✓ Implemented self-reported transcript option for students

+1 - Single room options for incoming students!

Student Recruitment Initiatives, Fall 2020+

Initiatives Implemented:

- We have done everything we can to personalize the process and take Radford to our applicants, including:

  - ✓ Personalized Gift Boxes
  - ✓ Admissions and Financial Aid staff available at all times via phone and appointments
  - ✓ "Transfer Thursday"
  - ✓ RUC "Open Houses," Veterans' Recruitment Event, and online virtual fairs by academic program

RADFORD UNIVERSITY

Student Recruitment Initiatives, Fall 2020+

Initiatives Implemented:

- Created Highlander Digital Experience program (Virtual Highlander Day)
  - ✓ 6 Events; 1,389 registrants total (92% of last year)
  - ✓ Added new initiatives each program as we built them out:
    - President and Deans Welcome Videos, College-Based Break-Out Sessions and Student Panels, scholarship drawings, t-shirts
- Implemented a new Campus Virtual Tour with UR, IT and Student Affairs
  - ✓ Buildings, quads and sites of interest
  - ✓ Housing videos
  - ✓ Graphical overlay with campus map
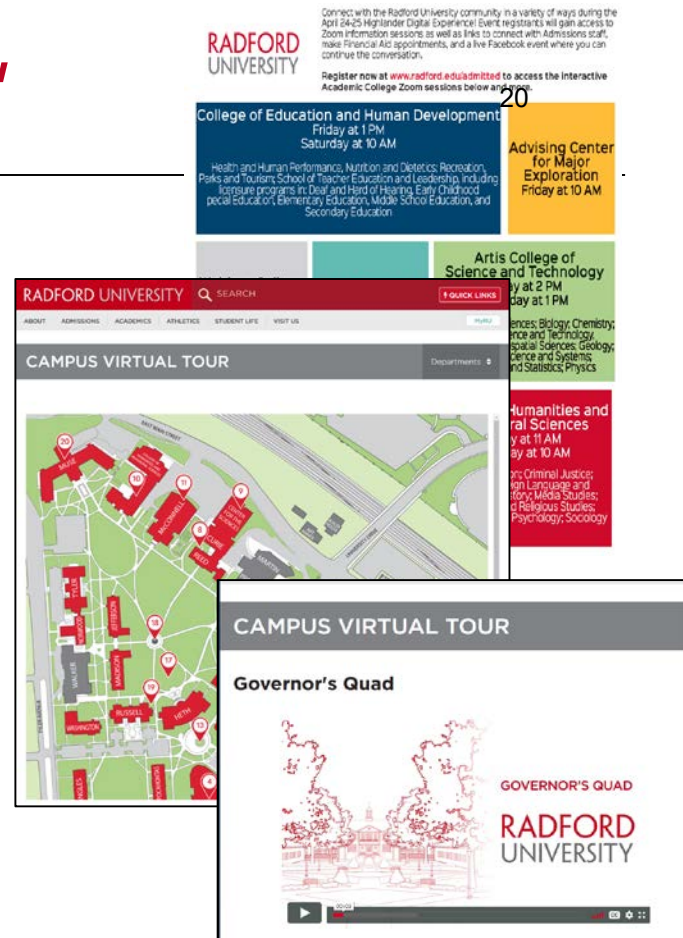
Quest Orientation Planning

Like our Admissions Process, we have also re-tooled our entire orientation program to an online platform that started June 11th

- ✓ Parent and Student Pathways
- ✓ Personalized academic advising opportunities for all attendees
- ✓ Online Photo Submission and specialized mailing for the ONE Card.
- ✓ Full housing tours, including room layouts
- ✓ Students' schedules pre-built upon orientation
- ✓ Unique sessions ranging from Financial Aid, to Campus Safety, to Student Life
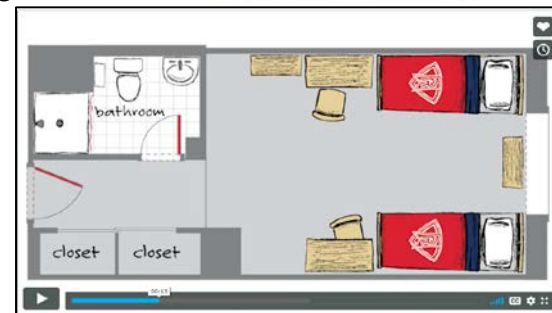
Federal CARES Act Program

$4,546,102 was allocated to Radford University under the federal CARES Act in financial aid grants to distribute directly to students. Awards will be distributed as follows:

- Radford CARES Grant Program- Need-based program with awards ranging from $250-$1,000 for eligible undergraduate and graduate students based on student need.
  - ✓ Awards to be disbursed approximately June 15th.

- Emergency CARES Grant Program – Will be an online application program with $250 awards to students who experienced unanticipated expenses as a result of the Pandemic.
  - ✓ Application available approximately June 15th

Enrollment Management

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Discussion

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RADFORD UNIVERSITY BOARD OF VISITORS
ACADEMIC AFFAIRS ACTION ITEM

RESOLUTION

Approval of Teaching and Research Faculty Tenure for 2020-2021
June 12, 2020

WHEREAS, the tenure-track faculty are appointed initially on one-year contracts and throughout the probationary period, which is normally six years, they are subject to reappointment annually upon recommendation by the Department Personnel Committee, the Department Chair, the College Dean, the Provost, and the President, and

WHEREAS, no later than the beginning of the fall semester of the sixth year of full-time appointment, tenure-track faculty are notified by their Department Chairs of their eligibility for consideration for award of tenure and candidates for tenure must submit to their Department Personnel Committees pertinent information regarding their qualification for tenure, including a statement justifying the granting of tenure, all past performance evaluations, including a summary of student evaluations and any peer evaluations, a current curriculum vita, and any other relevant documentation, and

WHEREAS, criteria for the award of tenure include: the continuing need for the individual's expertise; the individual's teaching effectiveness; effectiveness as an advisor; professional development; participation in University co-curricular activities; committee work; cooperation with colleagues; and contributions towards the objectives of the department, college, and University, and

WHEREAS, upon consideration of the candidate's achievement of the above criteria, the Department Personnel Committee submits its recommendation to the Department Chair, who in turn submits his or her recommendation to the College Dean. The Dean submits his or her recommendation to the Provost, and the Provost submits his or her recommendation in each case to the President. At each stage, the recommendation is added to the previous recommendations, and all are transmitted to the next level. Copies of each recommendation, together with justification, are sent to the faculty member, who has the right to appeal negative recommendations to the Faculty Grievance Committee, and

WHEREAS, the final authority for awarding or denying tenure lies with the Board of Visitors and all of the faculty members listed below have met the criteria for award of tenure,

ARTIS COLLEGE OF SCIENCE AND TECHNOLOGY

Name	Department
Sarah B. Redmond	Department of Biology
George N. Harakas	Department of Chemistry
Sarah A. Kennedy	Department of Chemistry

COLLEGE OF EDUCATION AND HUMAN DEVELOPMENT

Name	Department
Darryl L. Corey	School of Teacher Education and Leadership
Roofia Galeshi	School of Teacher Education and Leadership
Melissa W. Lisanti	School of Teacher Education and Leadership

COLLEGE OF HUMANITIES AND BEHAVIORAL SCIENCES

Name	Department
Margaret Catherine Pate	Department of Criminal Justice
Riane Miller Bolin	Department of Criminal Justice
Amy E. Rubens	Department of English
Amanda Kellogg	Department of English
Benjamin Biermeier-Hanson	Department of Psychology

COLLEGE OF VISUAL AND PERFORMING ARTS

Brent Webb	Department of Art
Jennifer S. McDonel	Department of Music

WALDRON COLLEGE OF HEALTH AND HUMAN SERVICES

Name	Department
Katie Snider Redden Katz	School of Nursing

THEREFORE, BE IT RESOLVED, it is recommended that the Board of Visitors approve the faculty Tenure recommendations listed above to become effective the beginning of the 2020-2021 academic year.

RADFORD UNIVERSITY BOARD OF VISITORS
ACADEMIC AFFAIRS ACTION ITEM

RESOLUTION

Approval to Amend the Teaching and Research Faculty Handbook, Section 1.3.1.3, Appointment Terms

June 12, 2020

WHEREAS, All proposed changes to the *Teaching and Research Faculty Handbook* must be managed in accord with §5.0 of that handbook, and

WHEREAS, the authority to amend or revise the Faculty Handbook lies with the Board of Visitors. However, proposals for revising the Handbook may be initiated by faculty, administrators, the President, or members of the Board of Visitors. Revisions fall into two categories: (1) those required to ensure that the University is in compliance with state policies and mandates, and (2) those within the purview of the decision-making processes within the University, and

WHEREAS, revisions required to ensure that the University is in compliance with state policies and mandates, and that do not require a decision by University personnel, will be effected through an administrative update, with faculty being informed of the change and the reasons for it, and

WHEREAS, revisions within the purview of the decision-making processes in the University Internal Governance system will be considered by appropriate committees as defined by the Internal Governance system. Proposals for changes will be made in the form of text intended to replace a portion of the Teaching and Research Faculty Handbook, noting new language and striking out the old language, and

WHEREAS, it will be the Faculty Senate's responsibility to ensure that the general faculty is provided time and opportunity to review the proposed change so faculty can communicate with their senators prior to any action by the Faculty Senate.

WHEREAS, the Faculty Senate's recommendations on proposed revisions to the Teaching and Research Faculty Handbook will be forwarded to and approved by the President. The Provost will forward the Faculty Senate's recommendations to the Academic Excellence and Research Committee who will in turn make recommendations to the member of the full Board of Visitors.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Visitors of Radford University hereby approve in accordance with §5.0 of the *Teaching and Research Faculty Handbook,* **Section 1.3.1.3: Appointment Terms** of the *Teaching and Research Faculty Handbook* is hereby amended. Said sections are to now read as follows (additions are in **red):**

_____

19-20.14 Motion to Change the T & R Handbook Language Concerning Calendar Year Faculty Appointments

Referred by: Faculty Issues Committee

Motion:

Faculty Senate approves changing the language of the T&R Handbook in Section 1.3.1.3 in regard to appointment terms.

Calendar Year Appointments
Faculty members may be assigned responsibilities that extend throughout the calendar year. Such faculty members will be on a calendar year appointment for 11 months or for 12 months with provisions for annual leave. Such terms will be set forth by appointment and reappointment letters issued to faculty members each year.

Proposed change: replace the last sentence as follows:

Calendar year T&R faculty follow the A&P Faculty Handbook leave policies unless otherwise designated in their contracts.

Rationale:

12-month T&R faculty are eligible for leave pay-out, just as AP faculty are. This change recognizes the reality of using the same process for all 12-month faculty eligible for leave payout. The FIC worked with HR on this proposal and has their approval for the new wording.

RADFORD UNIVERSITY BOARD OF VISITORS
ACADEMIC AFFAIRS ACTION ITEM

RESOLUTION

Approval to Amend the Teaching and Research Faculty Handbook Section 1.4.1.3,
Student Evaluations of Faculty

June 12, 2020

WHEREAS, All proposed changes to the *Teaching and Research Faculty Handbook* must be managed in accord with §5.0 of that handbook, and

WHEREAS, the authority to amend or revise the Faculty Handbook lies with the Board of Visitors. However, proposals for revising the Handbook may be initiated by faculty, administrators, the President, or members of the Board of Visitors. Revisions fall into two categories: (1) those required to ensure that the University is in compliance with state policies and mandates, and (2) those within the purview of the decision-making processes within the University, and

WHEREAS, revisions required to ensure that the University is in compliance with state policies and mandates, and that do not require a decision by University personnel, will be effected through an administrative update, with faculty being informed of the change and the reasons for it, and

WHEREAS, revisions within the purview of the decision-making processes in the University Internal Governance system will be considered by appropriate committees as defined by the Internal Governance system. Proposals for changes will be made in the form of text intended to replace a portion of the Teaching and Research Faculty Handbook, noting new language and striking out the old language, and

WHEREAS, it will be the Faculty Senate's responsibility to ensure that the general faculty is provided time and opportunity to review the proposed change so faculty can communicate with their senators prior to any action by the Faculty Senate.

WHEREAS, the Faculty Senate's recommendations on proposed revisions to the Teaching and Research Faculty Handbook will be forwarded to and approved by the President. The Provost will forward the Faculty Senate's recommendations to the Academic Excellence and Research Committee who will in turn make recommendations to the member of the full Board of Visitors.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Visitors of Radford University hereby approve in accordance with §5.0 of the *Teaching and Research Faculty Handbook,* **Section 1.4.1.3: Student Evaluations of Faculty** of the *Teaching and Research Faculty Handbook* as hereby amended. Said sections are to now read as follows (additions are in **red**):

Motion to Revise the Student Evaluation of Faculty Language in the Teaching and Research Handbook

Referred by: Governance Committee

MOTION:
The Faculty Senate recommends changing the language of the procedures of the Student Evaluations of Faculty Section of the T&R Faculty Handbook (1.4.1.3) to read:

Procedures:

1. ~~Student evaluations for full-semester courses, regardless of method delivery, shall be conducted between the thirteenth and fourteenth weeks of the semester; for half-semester courses they are conducted during the sixth week of the course. If all students in a course are not scheduled to meet simultaneously in the same place with an instructor or proctor between the thirteenth and fourteenth weeks of the semester, then the student evaluation may be administered electronically. In the case of evaluations, of online courses, the faculty member may designate a 24- hour period within the specified window during which evaluations will take place.~~

1. Student evaluations for full-semester courses shall be conducted during the last two weeks of classes. For any course shorter than a full semester, student evaluations shall be conducted during the last week of [that] classes, prior to the day of the final exam. In the case of evaluations of online courses, the faculty member may designate a 24-hour period during the course evaluation time frame.

2. The department personnel committee or course supervisor shall determine who is responsible for administering the evaluations in classes and online. Under no circumstances shall the actual instructor of the course administer his or her own evaluations.

3. ~~It is recommended that the evaluation be administered at the beginning of class to ensure that the students have adequate time to prepare thoughtful comments.~~ For evaluations administered in the classroom, the packet of evaluations given to faculty must include the standard university wide instruction statement (see below). All administrators of the evaluations must read the statement aloud. The statement addresses the conditions under which the evaluations are conducted, how they should be completed by students, and why they are important.

4. ~~For evaluations administered in the classroom, the packet of evaluations given to faculty must include the standard university wide instruction statement (see below). All administrators of the evaluations must read the statement aloud. The statement addresses the conditions under which the evaluations are conducted, how they should be completed by students, and why they are important.~~

RATIONALE:

The proposed language is more flexible and accounts for a range of course schedules beyond the 7 and 14-week period.

RADFORD UNIVERSITY BOARD OF VISITORS
ACADEMIC AFFAIRS ACTION ITEM

RESOLUTION

Approval to Amend the Teaching and Research Faculty Handbook 1.4.1.4.1 Evaluation Procedures for Tenured and Tenure-Track Faculty

June 12, 2020

WHEREAS, All proposed changes to the *Teaching and Research Faculty Handbook* must be managed in accord with §5.0 of that handbook, and

WHEREAS, the authority to amend or revise the Faculty Handbook lies with the Board of Visitors. However, proposals for revising the Handbook may be initiated by faculty, administrators, the President, or members of the Board of Visitors. Revisions fall into two categories: (1) those required to ensure that the University is in compliance with state policies and mandates, and (2) those within the purview of the decision-making processes within the University, and

WHEREAS, revisions required to ensure that the University is in compliance with state policies and mandates, and that do not require a decision by University personnel, will be effected through an administrative update, with faculty being informed of the change and the reasons for it, and

WHEREAS, revisions within the purview of the decision-making processes in the University Internal Governance system will be considered by appropriate committees as defined by the Internal Governance system. Proposals for changes will be made in the form of text intended to replace a portion of the Teaching and Research Faculty Handbook, noting new language and striking out the old language, and

WHEREAS, it will be the Faculty Senate's responsibility to ensure that the general faculty is provided time and opportunity to review the proposed change so faculty can communicate with their senators prior to any action by the Faculty Senate.

WHEREAS, the Faculty Senate's recommendations on proposed revisions to the Teaching and Research Faculty Handbook will be forwarded to and approved by the President. The Provost will forward the Faculty Senate's recommendations to the Academic Excellence and Research Committee who will in turn make recommendations to the member of the full Board of Visitors.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Visitors of Radford University hereby approve in accordance with §5.0 of the *Teaching and Research Faculty Handbook,* **Section 1.4.1.4.1: Evaluation Procedures for Tenured and Tenure-Track Faculty** of the *Teaching and Research Faculty Handbook* as hereby amended. Said sections are to now read as follows (additions are in **red**):

_____

19-20.27: Motion Regarding Personnel Timeline Change for the Submission of Faculty Annual Reports

Referred by: Faculty Issues Committee

Motion: Faculty Senate recommends changing the Faculty Annual Report submission date reflected in the Teaching and Research Handbook, 1.4.1.4.1, from August 22 to August 15.

1.4.1.4.1 Evaluation Procedures for Tenured and Tenure-Track Faculty.

1. ~~By August 22~~, ~~By August 10~~*, By August 15, each returning faculty member shall submit to the Department Chair a Faculty Annual Report, which includes specific information concerning the faculty member's significant activities for the past academic year in the areas of teaching, professional contributions, and university service, and a brief statement of what the faculty member hopes to accomplish in each area for the upcoming academic year. A brief description of the workload of the faculty member, including factors which might influence faculty performance, such as overloads, number of class preparations, graduate hours taught, independent studies, supervision of interns, off campus assignments, etc. should be included.

Rationale:
The Council of Chairs passed a motion that highlights the single change under consideration. No other changes to the personnel timeline or the FARs are under consideration in this motion. The Faculty Issues Committee reviewed the matter and brings it to the Senate for consideration.

The current timeline for review of Faculty Annual Reports by Department Chairs coincides closely with the beginning of the fall semester, which is also the time Chairs need to be available to students and faculty. Moving the due date of Faculty Annual Reports to August 10th will allow Chairs to complete faculty reviews before the beginning of the semester so that they can focus their attention on time-sensitive business of the department (schedule problems, student or faculty issues, students needing courses, etc.).

* *The original date was August 22, which was changed to August 10. In discussion with the Council of Chairs, August 15 was selected and as part of the attached motion.*

2020-2021 Tuition and Fees

RADFORD
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Board of Visitors   June 12, 2020

2020-21 Fiscal Priorities

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2020-21 Strategic Budgeting Priorities

- **Student Affordability -** the University is tasked with further leveraging funding sources to moderate the growing cost of education.

- **Implementation of Strategic Plan –** development sought to align divisional priorities with the efforts identified in the 2018-2023 strategic plan.

- **Addressing Mandatory Cost Increases -** in addition to state mandated items, the University must also address mandatory cost pressures including contractual commitments, operation and maintenance of facilities, etc.

- **Radford University Carilion –** improve operations and continue alignment of tuition and fee rates with Main Campus.

RADFORD UNIVERSITY

2020-21 Strategic Budgeting Factors

- **Economic Outlook -** staying abreast of the overall national and global economic impact and the specific impact on higher education.

- **Legislative Actions –** monitoring and incorporating legislative requirements.

- **Enrollment –** projecting enrollment based on national trends, market dynamics, and diversified program offerings.

- **Market Pricing –** managing the University's commitment to student affordability given our student demographic while factoring support provided by the Commonwealth.

RADFORD UNIVERSITY

Economic Outlook

Economic Outlook

Pre-COVID-19:

- Favorable economic conditions
- Commonwealth's unemployment rate was 2.6% (sixth lowest in the nation)
- Strong state revenue forecast for the balance of FY2020 (3.2% forecasted with year-to-date revenues growing at 6.2%)
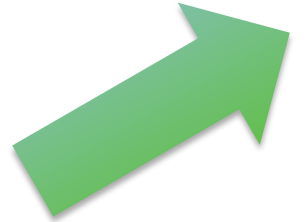
Post-COVID-19:

- Evolving and unknown
- Economic recession is expected
- Potential shortfall of at least $1.8 billion is anticipated for FY2021

RADFORD UNIVERSITY

Commonwealth Revenue Outlook

- April Revenue Report is the first report that demonstrates the significant impact of COVID-19.

- Total general fund revenue collections fell 26.2 percent in April, mainly a result of the June 1 deadline extension granted for individual and corporate income tax.

- The decrease is consistent with the estimated $1 billion reduction in the fourth quarter of fiscal year 2020 related the impacts of COVID-19.

- While on a fiscal year-to-date basis, total revenue collections have increased 1.4 percent through April, it is 3.1 percent below the annual forecast growth.

Legislation Actions

RADFORD
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2020-21 General Assembly Funding Summary

	Pre-COVID-19 Proposed Funding	Post-COVID-19 Proposed Funding
E&G - Educational & General		
Tech Talent	$891,993	$891,993
Employee Bonus	1,398,839	0
Minimum Wage Increase	15,210	15,210
Fringe Rate Changes	236,155	236,155
Central System & Other Charges	-1,342	-1,342
RUC Operating Support	2,000,000	0
Tuition Moderation	2,100,000	0
Total E&G General Fund Recommendations	**$6,640,855**	**$1,142,016**
SFA - Student Financial Assistance		
In-State Undergraduate Financial Aid	2,538,400	0
Total E&G and SFA (combined) General Fund	**$9,179,255**	**$1,142,016**

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Enrollment

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Enrollment Projections

As Non-General Fund support becomes a larger portion of the University budget, enrollment projections greatly impact the fiscal plan. The following student composition factors are critical when projecting enrollment:

- In-State
- Main Campus
- Undergraduate
- On-Campus
- Online

- Out-of-State
- Radford University Carilion
- Graduate
- Off-Campus
- Seat-Based

RADFORD UNIVERSITY

Fall Enrollment Trend 1992-2019
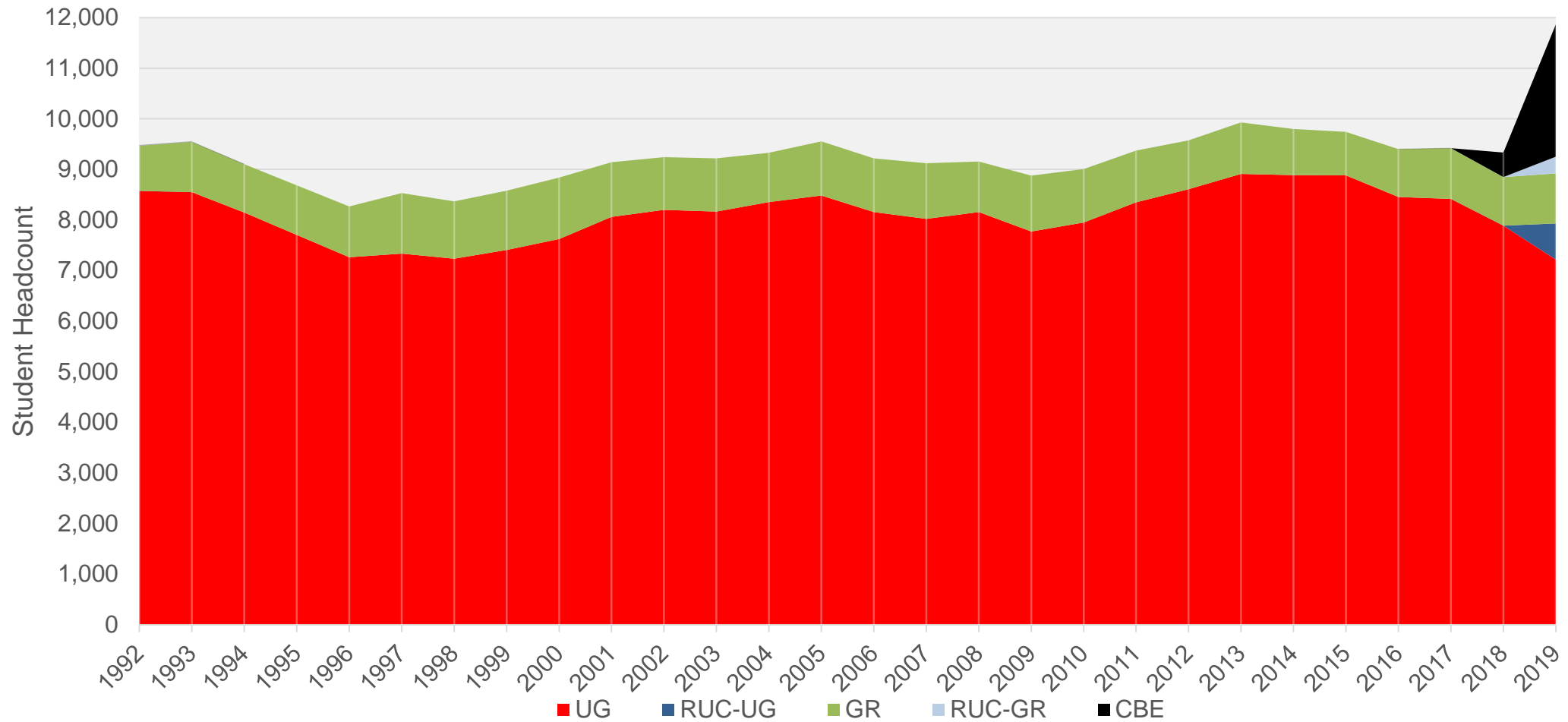
Fall Enrollment Outlook

* Projections

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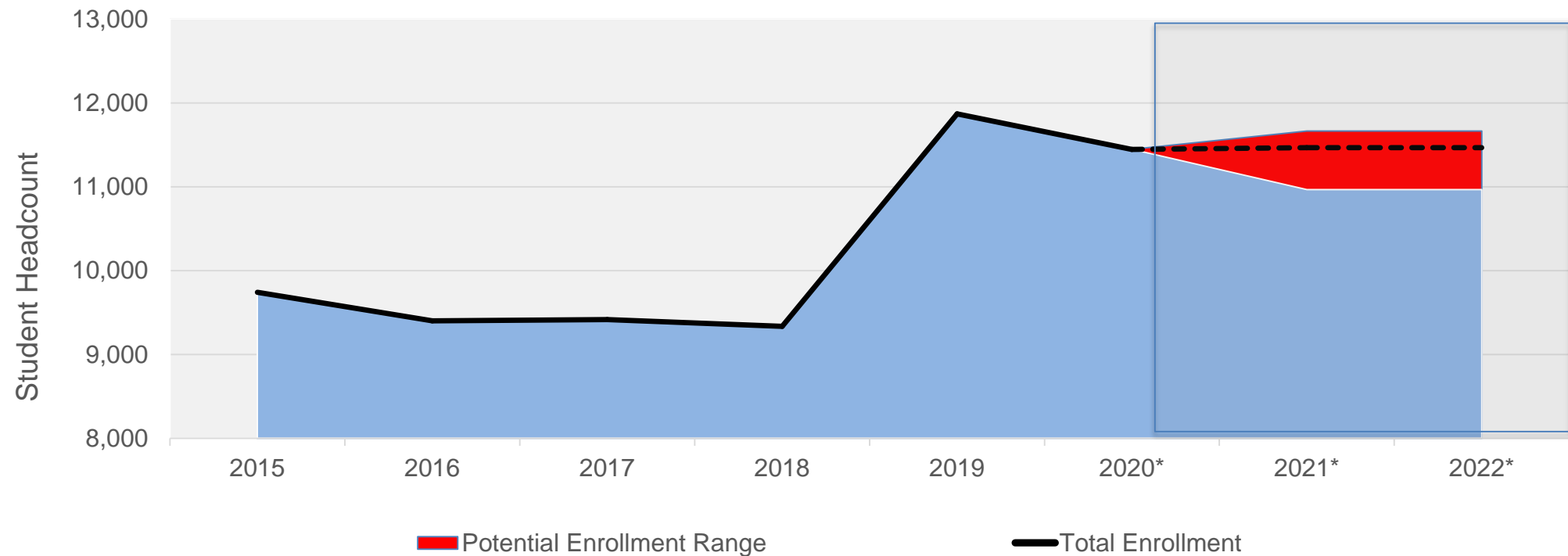
Market Pricing

Student Demographics

93%
In-State

62%
Eligible for
Financial Aid

55%
Low to Mid
Income
Level

34%
Pell
Recipients

32%
First-
Generation

13%
Fully Met
Need

RADFORD UNIVERSITY
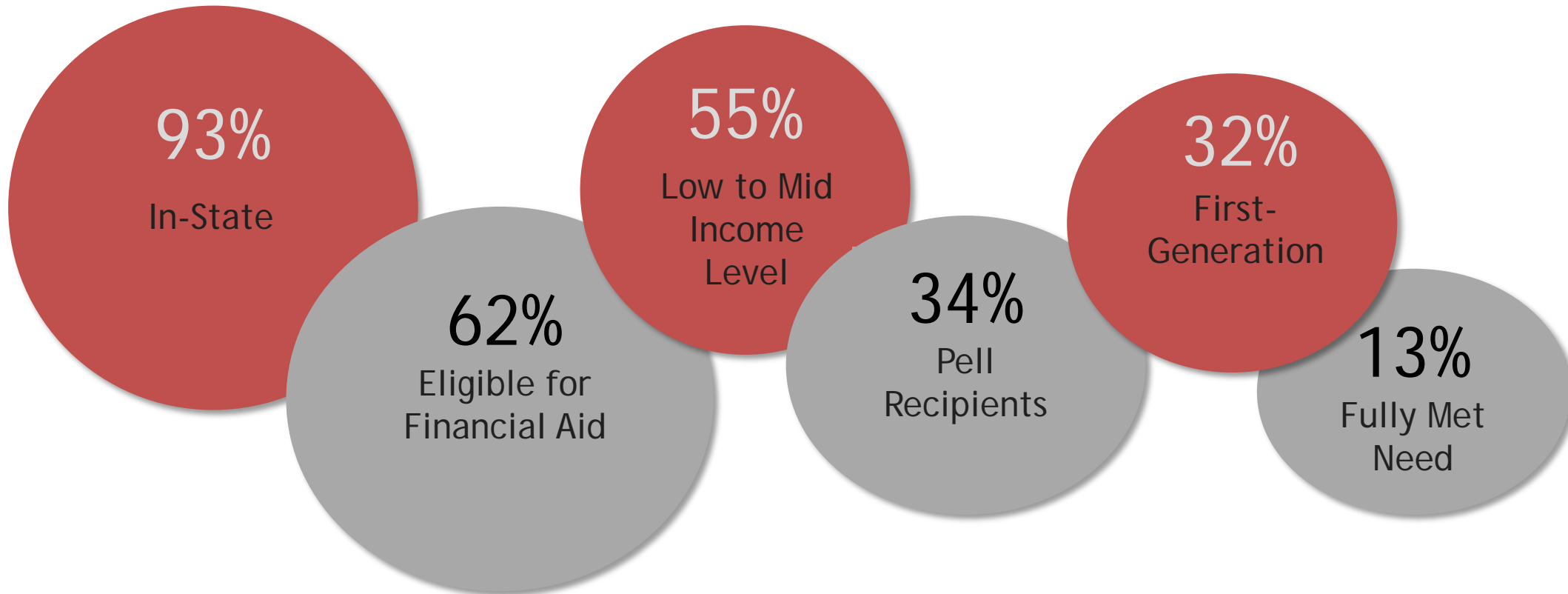
Student Affordability

Public Higher Education utilizes a shared cost model

- Higher Education is not a mandated state budget item, but state policy seeks to contribute **67%** share of the cost of education.

GF Percent (%) of E&G Revenue

'02	'03	'04	'05	'06	'07	'08	'09	'10	'11	'12	'13	'14	'15	'16	'17	'18	19	'20 Proj
63.1%	58.3%	52.1%	52.0%	52.1%	54.5%	54.8%	54.5%	52.9%	45.7%	40.6%	42.6%	40.8%	40.0%	39.2%	40.8%	41.2%	40.8%	39.5%

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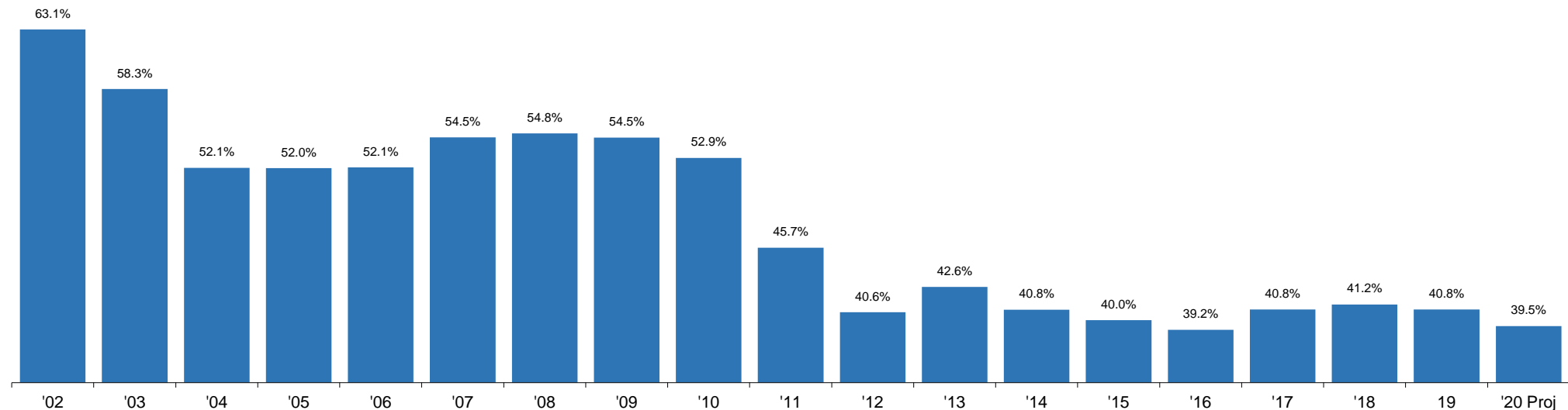
Shift in Higher Education Funding

Radford University E&G Funding Trend

RADFORD UNIVERSITY
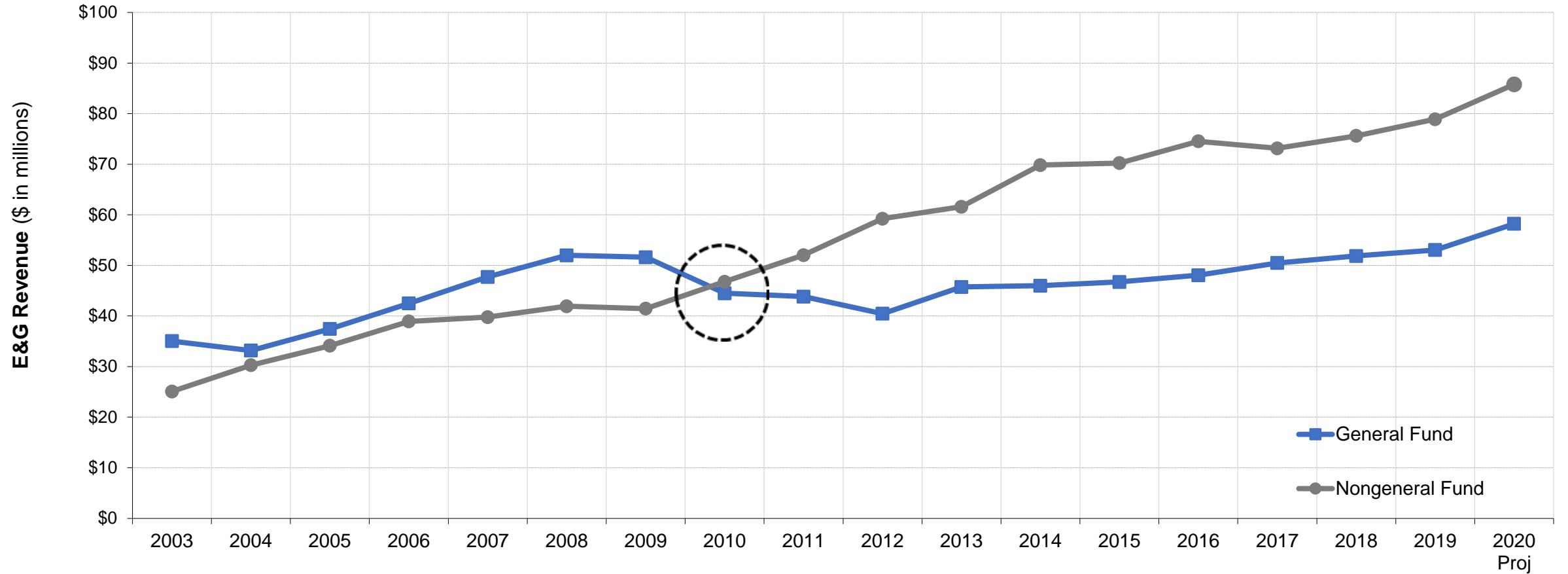
Main Campus Total Cost: Affordable Provider

Comparison, In-State Undergraduate
RU and Average 4-year VA Public Institutions of Higher Education

2019-20		
ISUG Tuition:	$7,922	
Tech Fee:	58	
Comp Fee	3,370	
Room & Board	9,637	
	$20,987	

Average line values: $13,197; $13,992; $14,841; $15,642; $16,833; $17,883; $18,611; $19,427; $20,291; $21,274; $22,126; $22,987; $24,003; $24,699

RU line values: $12,050; $12,666; $13,252; $13,974; $14,996; $15,909; $16,471; $17,132; $17,766; $18,486; $19,027; $19,758; $20,616; $20,987

Years: 2006-07, 2007-08, 2008-09, 2009-10, 2010-11, 2011-12, 2012-13, 2013-14, 2014-15, 2015-16, 2016-17, 2017-18, 2018-19, 2019-20

Legend: Average — RU
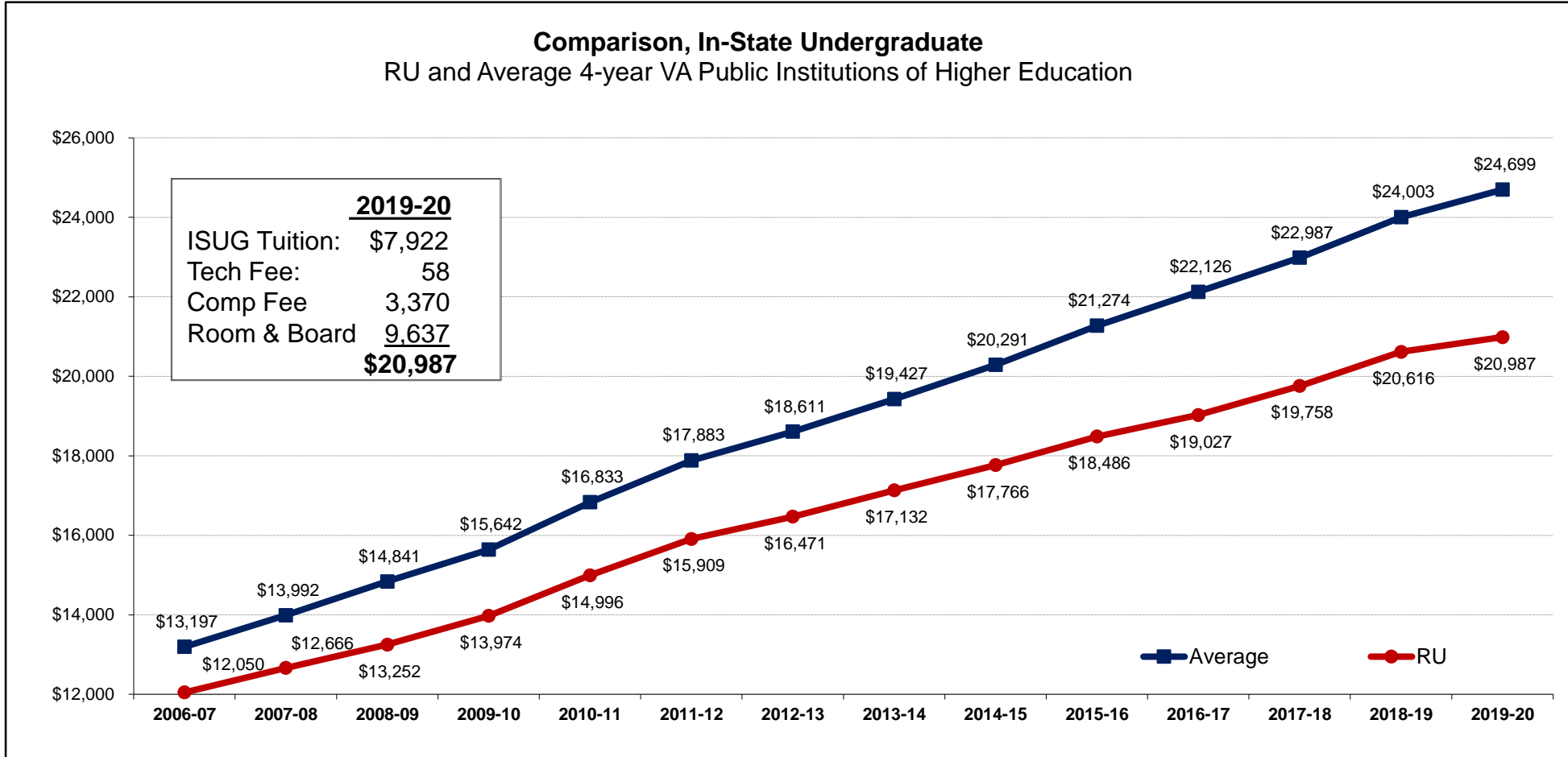
Rank	Inst.	2019-20
1	CWM	$ 36,554
2	VMI	$ 28,884
3	UVA	$ 28,335
4	CNU	$ 26,684
5	VCU	$ 25,419
6	LU	$ 25,188
7	GMU	$ 24,269
8	UMW	$ 23,940
9	JMU	$ 23,144
10	VT	$ 23,033
11	ODU	$ 21,888
12	UVA-W	$ 21,003
13	RU	$ 20,987
14	VSU	$ 20,698
15	NSU	$ 20,466

Average = **$24,699**

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Strategic Plan

RADFORD UNIVERSITY

Implement Strategic Plan

2018-2023 Strategic Plan: "*Embracing the Tradition and Envisioning the Future*"

- The plan contains a total of six areas of focus, 22 goals, and numerous strategies for achieving the University's mission and vision.

Academic Excellence and Research	Philanthropic Giving and Alumni Engagement
Brand Identity	Strategic Enrollment Growth
Economic Development and Community Partnerships	Student Success

RADFORD UNIVERSITY

Mandatory Cost Increases

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Mandatory Cost Increases

The University must address mandatory cost pressures including:

— State mandated fringe benefit cost increases

— State mandated increase in minimum wage rate

— Contractual operating commitments

— Contractual escalators for technology and maintenance contracts

— Escalating utilities

— Committed cost for previously approved projects

— Teaching and Research Faculty promotion and tenure contractual commitments

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Mandatory Cost Increases

The University must address a number of state mandated items that continue to be a driving force in increasing the cost of education.

— These costs must be considered prior to pursuing any programmatic opportunities.

— The University anticipated the following cost drivers:

2020-21 Funding Considerations

	Pre COVID-19	Post COVID-19
3% Bonus Faculty/Staff – December 1, 2020	$ 2,331,398	$ -
Fringes Rate Adjustments	434,931	434,931
Minimum Wage Increase	25,350	25,350
FLSA/State Pay Band Adjustments	12,303	12,303
Total Cost Drivers	$ 2,803,982	$ 472,584

RADFORD UNIVERSITY

Radford University Carilion

Radford University Carilion

The University is committed to improving operations and aligning tuition and fee rates with Main Campus.

- 10 percent decrease in tuition and fees for the 2020-2021 academic year when compared to the 2019-2020 academic year
  - o Almost 20 percent decrease when compared to the cost of Jefferson College of Health Sciences prior to the merger with Radford University
- Instituting a competitive pricing structure for some of RUC's fully online programs in order to expand the workforce pipeline across high-demand areas for health sciences professionals.
  - o Healthcare Administration (BS), Public Health (BS), Healthcare Administration (MS), Health Sciences (MS), Master of Occupational Therapy (MOT), Doctor of Occupational Therapy (OTD)
- Alignment of cost for programs offered on Main Campus and RUC
  - o RN to BSN, Master of Occupational Therapy (MOT), and Medical Laboratory Science (MLS)
- Rename Site Fee to Health Sciences Fee
- Align Doctor of Physical Therapy (DPT) program with the RUC site

RADFORD UNIVERSITY

2020-21 Fiscal Allocations

Preliminary Resource Allocation – Revenue
Main Campus

	2020-21 Assumptions
REVENUE	
General Fund Changes	
2020-21 Tech Talent	$ 891,993
2020-21 Minimum Wage (Estimate)	15,210
2020-21 Fringe Rate Changes	236,155
2020-21 Central Systems & Other Changes	(1,342)
Total General Fund Changes	**$ 1,142,016**
Nongeneral Fund Changes	
18 CH Policy Change	$ 250,000
Tuition Alignment	(7,047,327)
Sales & Services	(30,234)
Private Support	(276,653)
Need Based Scholarships	(1,240,102)
Total Nongeneral Fund Changes	**$ (8,344,316)**
Total Revenue Changes	**$ (7,202,300)**

RADFORD UNIVERSITY

Preliminary Resource Allocation – Expense
Main Campus

	2020-21 Assumptions
EXPENSES	
Non-Discretionary Cost Increases	
Mandatory Costs	
Salary Adjustments	
2020-21 FLSA Adj	$ 2,360
2020-21 Minimum Wage Adj	25,350
2020-21 Pay Band Adj	9,943
Fringe Adjustments	
2020-21 Fringe Rate Changes	434,931
Central Cost Commitments	
AA Promotion & Tenure	237,853
Contracts & Compliance	51,666
Tech Talent	670,904
Transfer Initiative	181,865
Total Non-Discretionary Cost Increases	**$ 1,614,872**

	2020-21 Assumptions
SAVING STRATEGIES	
Academic Affairs	$ (5,061,399)
Finance & Administration	(1,144,289)
Information Technology	(634,542)
Central Administration	(114,878)
Student Affairs	(89,214)
University Relations	(208,855)
University Advancement	(241,809)
Central Resources	(959,108)
Enrollment Management	(363,078)
Total Savings strategies	**$ (8,817,172)**
Total Savings Strategies	**$ (8,817,172)**
Total Base Budget	**$ (7,202,300)**
TOTAL SURPLUS/(DEFICIT)	**$ -**

RADFORD UNIVERSITY

Preliminary Resource Allocation – Revenue
Radford University Carilion

	2020-21 Assumptions
REVENUE	
General Fund Changes	
N/A	$ -
Total General Fund Changes	**$ -**
Nongeneral Fund Changes	
2020-21 Tuition and Fee Decrease	$ (2,166,049)
2020-21 DPT Transfer Tuition	1,581,544
2020-21 Tuition Waiver Decrease	300,000
Total Nongeneral Fund Changes	**$ (284,505)**
Total Revenue Changes	**$ (284,505)**

RADFORD UNIVERSITY

2020-21 Preliminary Resource Allocation – Expense
Radford University Carilion

	2020-21 Assumptions
EXPENSES	
Non-Discretionary Cost Increases	
Mandatory Costs	
Salary Adjustments	
2020-21 FLSA Adj	$ 290
2020-21 Minimum Wage Adj	2,917
2020-21 Pay Band Adj	14,915
Fringe Adjustments	
2020-21 Fringe Rate Changes	48,786
Central Cost Commitments	
Contracts & Compliance	108,000
Sub-Total Central Commitments	**$ 174,908**
Division Recurring Requirements	
Academic Affairs - DPT Transfer	1,601,544
University Relations	50,000
Enrollment Management	50,000
Sub-Total Division Requirements	**$ 1,701,544**
Total Non-Discretionary Cost Increases	**$ 1,876,452**

	2020-21 Assumptions
Savings Strategies	
Central Resources	$ (1,586,287)
Total Savings strategies	**$ (1,586,287)**
Total Savings Strategies	**$ (1,586,287)**
Total Base Budget	**$ 290,165**
TOTAL SURPLUS/(DEFICIT)	**$ (574,670)**
One Time Budget	
Decrease Lease Prepayment	574,670
Total One-Time Budget	**$ 574,670**
REVISED TOTAL SURPLUS/(DEFICIT)	**$ 0**

RADFORD UNIVERSITY

COVID-19 Impact

COVID-19 Estimated Financial Impact

While the long term fiscal impact of COVID-19 is unknown, the University has been proactive in tracking the cost of the disruption of operations as well as the potential impact on future terms.

Expense Impact:

	Estimated Cost
Personal Protective Equipment	$ 170,896
Personal Services	4,166,693
Technology Infrastructure	409,592
Signage	242,850
Cleaning & Disinfecting	1,274,443
Testing	564,478
Operational Necessities	531,185
Total	$ 7,360,140

RADFORD UNIVERSITY

COVID-19 Estimated Financial Impact

Significant changes have also been made in traditional recruitment practices, given these changes, as well as the unknown as to how so many families and students have been impacted by COVID-19, Fall 2020 enrollment remains a strong concern and focus.

- It is estimated that for each one percent decline in spring to fall retention, there would be an approximate loss of 75 undergraduates resulting in a $1.6 million revenue loss across all programs.

- If 100 fewer freshmen entered in for Fall 2020, this would result in a $2.1 million decline across all programs.

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2020-21
Tuition and Fees
Rate Proposals

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Radford University's Main Campus
Proposed Rates: In-State Undergraduate

	Approved 2019-20	Proposed 2020-21	Dollar Increase	Percent Increase
Radford University				
Undergraduate				
In-state Undergraduate (full-time) –				
Tuition	$7,922	$7,922	$0	
Mandatory Technology Fee	58	58	0	
Mandatory Comprehensive Fee	3,370	3,436	66	
Total In-state Undergraduate	**$11,350**	**$11,416**	**$66**	**0.58%**
Room - Standard Double	5,387	5,495	108	
Board - 19 Meal Plan	4,356	4,356	0	
Total In-state Undergraduate Living in University Housing	**$21,093**	**$21,267**	**$174**	**0.82%**

* Full-time tuition and fee rates are based on 12-17 credit hours.

RADFORD UNIVERSITY

Radford University's Main Campus
Proposed Rates: Out-of-State Undergraduate

	Approved 2019-20	Proposed 2020-21	Dollar Increase	Percent Increase
Radford University				
Undergraduate				
Out-of-state Undergraduate (full-time) –				
Tuition	$19,557	$19,557	$0	
Mandatory Capital Fee	447	447	0	
Mandatory Technology Fee	58	58	0	
Mandatory Comprehensive Fee	3,370	3,436	66	
Total Out-of-state Undergraduate	**$23,432**	**$23,498**	**$66**	**0.28%**
Room - Standard Double	5,387	5,495	108	
Board - 19 Meal Plan	$4,356	$4,356	0	
Total Out-of-state Undergraduate Living in University Housing	**$33,175**	**$33,349**	**$174**	**0.52%**

RADFORD UNIVERSITY

Radford University's Main Campus
Proposed Rates: Graduate Programs

	Approved 2019-20	Proposed 2020-21	Dollar Increase	Percent Increase
Radford University				
Graduate				
In-state Graduate (full-time) –				
Tuition	$8,915	$8,915	$0	
Mandatory Technology Fee	58	58	0	
Mandatory Comprehensive Fee	3,370	3,436	66	
Total In-state Graduate	**$12,343**	**$12,409**	**$66**	**0.53%**
Out-of-State Graduate (full-time) –				
Tuition	$17,441	$17,441	$0	
Mandatory Capital Fee	447	447	0	
Mandatory Technology Fee	58	58	0	
Mandatory Comprehensive Fee	3,370	3,436	66	
Total Out-of-state Graduate	**$21,316**	**$21,382**	**$66**	**0.31%**

RADFORD UNIVERSITY

Radford University's Main Campus
Change Summary: Comprehensive Fees

	Approved 2019-20	Proposed 2020-21	Dollar Increase	Percent Increase
Radford University				
Comprehensive Fee				
Mandatory Comprehensive Fee				
Auxiliary Building/Facilities	$ 265	$ 265	$ 0	0.00%
Auxiliary Support	232	237	5	2.16%
Debt Service	306	306	0	0.00%
Inter. Athletics	1,213	1,269	56	4.62%
Recreation	309	309	0	0.00%
Student Activities	148	148	0	0.00%
Student Health	353	353	0	0.00%
Student Services	97	97	0	0.00%
Student Union	305	305	0	0.00%
Transit	142	147	5	3.52%
Total Comprehensive Fee	**$ 3,370**	**$ 3,436**	**$ 66**	**1.96%**

RADFORD UNIVERSITY

Radford University's Main Campus
Proposed Rates: Annual Room Rates

	Approved 2019-20	Proposed 2020-21	Dollar Increase	Percent Increase
Traditional Double	$ 4,770	$ 4,865	$ 95	1.99%
Standard Double - Phase I	5,387	5,495	108	2.00%
Standard Double - Phase II	5,548	5,659	111	2.00%
Traditional Single	6,963	7,102	139	2.00%
Standard Single - Phase I	7,663	7,816	153	2.00%
Standard Single - Phase II	7,893	8,051	158	2.00%
Standard - Super Suite	5,825	5,942	117	2.01%
Deluxe - Super Suite	6,208	6,332	124	2.00%
University Apartment – 1 bed	N/A	7,650	N/A	N/A
University Apartment – 2 bed	7,140	7,283	143	2.00%
University Apartment – 3 bed	6,780	6,916	136	2.01%
University Apartment – 4 bed	6,420	6,548	128	1.99%
University Apartment – 5 bed	6,060	6,181	121	2.00%
University Apartment – 1 bed (incl. laundry)	7,860	8,017	157	2.00%
University Apartment – 2 bed (incl. laundry)	7,500	7,650	150	2.00%
University Apartment – 3 bed (incl. laundry)	7,140	7,283	143	2.00%
University Apartment – 4 bed (incl. laundry)	6,780	6,916	136	2.01%
University Apartment – 5 bed (incl. laundry)	6,420	6,548	128	1.99%

Radford University Carilion
Proposed Rates: Undergraduate

	Approved 2019-20	Proposed 2020-21	Dollar Change	Percent Change
Radford University Carilion				
Undergraduate				
In-state Undergraduate (full-time)				
Tuition	$7,922	$7,922	$0	
Health Sciences Fee	6,000	6,000	0	
Program Fee	9,795	7,400	(2,395)	
Mandatory Technology Fee[8]	470	470	0	
Total In-state Undergraduate	**$24,187**	**$21,792**	**($2,395)**	**-9.90%**
Out-of-state Undergraduate (full-time)				
Tuition	$7,922	$7,922	$0	
Health Sciences Fee	6,000	6,000	0	
Program Fee	9,795	9,795	0	
Mandatory Technology Fee[8]	470	470	0	
Total Out-of-state Undergraduate	**$24,187**	**$24,187**	**$0**	**0.00%**

RADFORD UNIVERSITY

Radford University Carilion
Proposed Rates: Graduate

	Approved 2019-20	Proposed 2020-21	Dollar Change	Percent Change
Radford University Carilion				
Graduate				
In-state Graduate (per credit hour)				
Tuition	$371	$371	$0	
Health Sciences Fee	250	250	0	
Program Fee	174	174	0	
Total In-state Graduate	**$795**	**$795**	**$0**	**0.00%**
Out-of-state Graduate (per credit hour)				
Tuition	$371	$371	$0	
Health Sciences Fee	250	250	0	
Program Fee	174	174	0	
Total Out-of-state Graduate	**$795**	**$795**	**$0**	**0.00%**

RADFORD UNIVERSITY

Discussion

RADFORD UNIVERSITY BOARD OF VISITORS

ACTION ITEM
RECOMMENDATION FOR 2020-21 TUITION AND FEES

June 12, 2020

<u>Executive Summary</u>:

At the spring meeting of the Board of Visitors, tuition and fee recommendations are considered for the upcoming fiscal year. Many factors are reviewed when preparing the proposed tuition and fee rates including: legislative actions by the General Assembly, enrollment projections, mandatory cost increases, the Virginia Plan for Higher Education, the University's strategic plan, critical programmatic needs, institutional priorities, and the economic outlook.

The economic outlook was strongly impacted by the realized and anticipated impact of COVID-19 not only on the University, but for the Commonwealth and global economy. The proposed resolution covers undergraduate and graduate tuition rates, required fees, and room and board charges for the upcoming 2020-21 academic year.

The Commonwealth's financial outlook was promising as the Governor's Biennial Budget was introduced in December 2019 and as the 2020 General Assembly session ended in March. The Commonwealth's unemployment rate was 2.6% in February 2020, the sixth lowest in the nation, and the state's revenue forecast was strong for the balance of 2019-20 (3.2% forecasted with year-to-date revenues growing at 6.2%). The positive financial outlook provided the Governor the ability to include significant investments to address funding for: housing affordability; early childhood education; K-12 education; and multiple higher education initiatives, including increased funding for undergraduate financial aid and institution specific funding. The General Assembly also proposed an increase to the minimum wage rate, compensation increases for state employees, and an increase to the Commonwealth's total reserve funding.

In total the Governor's introduced budget included $249.5 million in operating funds for Higher Education across the biennium. In addition, the Governor's Budget included a $45.4 million increase to need-based undergraduate financial aid ($2.5 million for the University), $30.4 million for the Tech Talent Investment Program, and funding for multiple Capital Projects, including $101 million for the University's Center for Adaptive Innovation and Creativity. In March, the General Assembly submitted a Conference Budget to the Governor in March which provided additional funding for Higher Education. The conference budget included $54.8 million in tuition moderation funding for all public higher education institutions with $2.1 million for the University; institution specific funding of $4.0 million for Radford University Carilion (RUC) operating support, and funding for a three percent state employee bonus in 2020-21 and a three percent state employee salary increase in 2021-22.

As COVID-19 began to escalate in mid-March, it became apparent there would be substantial and lasting economic impacts. Without a clear understanding of the effect on the current or proposed biennial budget, Governor Northam recommended numerous amendments which unallotted

general fund support for most new initiatives included in the Biennial Budget Bill. The University was impacted by amendments that unallotted tuition moderation funding, additional need-based student financial assistance, and operational support for RUC. In addition, the amendments deferred implementation of the minimum wage increase from January 1 to May 1, 2021. The proposed compensation increases were also effectively eliminated as they were tied to revenue targets that will clearly not materialize in the post-COVID-19 environment.

The University evaluated the impact of the removal of the previously allotted funding by the Commonwealth and updated the financial outlook for 2020-21 based on the revised fund estimates. Most other cost increase were also deferred, but other traditional unavoidable cost increases such as promotion and tenure compensation adjustments, safety and security factors, and scholarship commitments could not.

For the newly merged RUC site, the University intended to leverage additional general fund operating support to substantially lower in-state undergraduate tuition and fees. The removal of this funding reduces the amount of decreases that are possible for 2020-21; however the University remains committed to providing relief for financially burdened students.

While the University celebrated its largest enrollment in school history in Fall 2019 at 11,780, the increase over Fall 2018 was primarily driven through diversifying program offerings with the investment in Competency-Based Education (2,617 students) and through the merger with Jefferson College of Health Sciences (JCHS) resulting in the newly formed RUC site (1,046 students). The University's undergraduate population has aligned to historic levels in recent years, as competition for in-state undergraduate students in the Commonwealth has progressively increased. The current rate recommendations are based on pre-COVID-19 enrollment estimates of 7,800 for Radford main campus and 1,030 for RUC. In order to more clearly understand the impact of COVID-19 on enrollment, the University will continue to monitor enrollment numbers and trends over the summer as potential students finalize their decisions. Actual enrollments will not be confirmed until the Fall 2020 census.

Based on the aforementioned legislative, economic, and enrollment related factors for the 2020-21 fiscal year, Radford's main campus tuition is not proposed to increase for in-state or out-of-state undergraduates or graduates. Mandatory comprehensive fees and room fees on main campus are recommended to increase by approximately two percent with all other fees remaining unchanged. For the RUC site, in-state undergraduate tuition and fees are recommended to decrease by almost ten percent with out-of-state undergraduate and graduate rates remaining unchanged. For both sites there are recommended changes to some differential rates and the addition of new differential rates (see Schedule B). This recommendation reflects the University's commitment to providing families access to affordable, high quality education during these uncertain times.

Authority for Setting Tuition and Fees:

The current tuition policies identified in the 2019 Acts of Assembly, Chapter 854 Section 4-2.01.b (Higher Education Tuition and Fees) state:

> *2. a) The Boards of Visitors or other governing bodies of institutions of higher education may set tuition and fee charges at levels they deem to be appropriate for all resident student groups*

based on, but not limited to, competitive market rates, provided that the total revenue generated by the collection of tuition and fees from all students is within the nongeneral fund appropriation for educational and general programs provided in this act.

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

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

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

Additionally, in accordance with Section 23.1 – 307 (D) public institutions of higher education are required to give at least 30 days advanced public notice of any vote by the Board to increase undergraduate tuition or mandatory fees:

D. No governing board of any public institution of higher education shall approve an increase in undergraduate tuition or mandatory fees without providing students and the public a projected range of the planned increase, an explanation of the need for the increase, and notice of the date and location of any vote on such increase at least 30 days prior to such vote.

Section 23.1-307 (E) requires public institutions of higher education to permit public comment on proposed rate increases:

E. Prior to any vote referenced in subsection D, the governing board of each public institution of higher education shall permit public comment on the proposed increase at a meeting, as that term is defined in § 2.2-3701, of the governing board. Each such governing board shall establish policies for such public comment, which may include reasonable time limitations.

As an additional reference, a historical summary of tuition and fee policy trends is outlined in the State Council of Higher Education for Virginia's (SCHEV) 2019-20 Tuition and Fees at Virginia's State-Supported Colleges and Universities annual report.

https://www.schev.edu/index/reports/schev-reports/2019-reports/2019tuitionandfeesreport

<u>Development of Proposed Tuition and Fee Rates</u>:

The proposed tuition and fee recommendations consider the legislative requirements outlined above, the University's Strategic Plan: *Embracing the Tradition and Envisioning the Future*, projected enrollment, the 2020-22 biennial budget, mandatory cost drivers, programmatic directives, and the overall economic outlook.

On April 1, 2020, in accordance with Section 23.1 – 307(D) and (E) of the Code of Virginia, a 30-day public notification was issued for undergraduate tuition and mandatory fees. The institution proposed an increase between zero percent and 6.99 percent for tuition and mandatory fees to be considered by the Board of Visitors for the 2020-21 academic year. The University subsequently held a public comment session to discuss the budget overview and provide for public input.

The following depicts the process used to derive the 2020-21 tuition and fee recommendations and outlines the impact of each variable as it relates to the specific recommendation. Please refer to Schedule A for a summary of the necessary resource outlay for 2020-21.

<u>Educational & General (E&G) Program</u>:

University Strategic Plan: *"Embracing the Tradition and Envisioning the Future"*

Following the 2018 adoption by the Board of Visitors, Radford University has a renewed strategic direction for 2018–2023: *Embracing the Tradition and Envisioning the Future*. The goals identified within the five-year plan reflect the aspirations of Radford University and those it proudly serves including the students, faculty, staff, alumni, and community. The plan is expected to chart the course for ongoing strategic action and will focus its efforts on serving both current and future generations of Highlanders.

The 2020-21 budget development cycle seeks to align divisional priorities with the efforts identified in the strategic plan. A comprehensive list of strategic goals within focus areas include items such as: Academic Excellence & Research, Brand Identity, Economic Development & Community Partnerships, Philanthropic Giving & Alumni Engagement, Strategic Enrollment Growth, and Student Success. Only those initiatives that aligned with these strategic goals were considered during the current budget cycle. These strategic areas will continue to be a point of fiscal relevance through the coming years.

Six-Year Planning Processes and 2020-21 Budget Development

The Virginia Higher Education Opportunity Act of 2011 (TJ21) was passed by the 2011 General Assembly and is based on recommendations from the Governor's Commission on Higher Education Reform, Innovation and Investment, which was formed through Executive Order No. 9 issued in March 2010. The TJ21 legislation requires institutions of higher education to prepare

and submit a "Six-Year Plan" by July 1 each year in accordance with criteria outlined by the Higher Education Advisory Committee (HEAC). This landmark legislation also codifies a funding framework for higher education and identifies specific goals such as 100,000 new undergraduate degrees by 2025, increased retention and degree completion, optimal year-round utilization of resources, and investments in STEM-H programs.

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

The University submitted the initial 2020-22 Six-Year Plan to SCHEV July 1, 2019, with the final Board-approved plan submitted October 1, 2019. The University's Six-Year Plan identifies the targeted objectives and strategies to achieve both state and institutional goals and provides a foundation for preparing tuition and mandatory fee recommendations for consideration by the Board of Visitors.

Enrollment Trend

As previously stated, the University significantly increased enrollment in Fall 2019 through success of the Competency-Based Education program and the addition of RUC allied health programs. While total student enrollment has increased, the in-state undergraduate student population on Radford main campus continues to decline. This shift in demographics is illustrated in the following chart. The University remains focused on increasing undergraduate student enrollment through innovative transfer options, such as the Bridge Program, as well as increasing enrollment in high demand Health Sciences programs offered on both main campus and at RUC.

Fall Headcount Enrollment
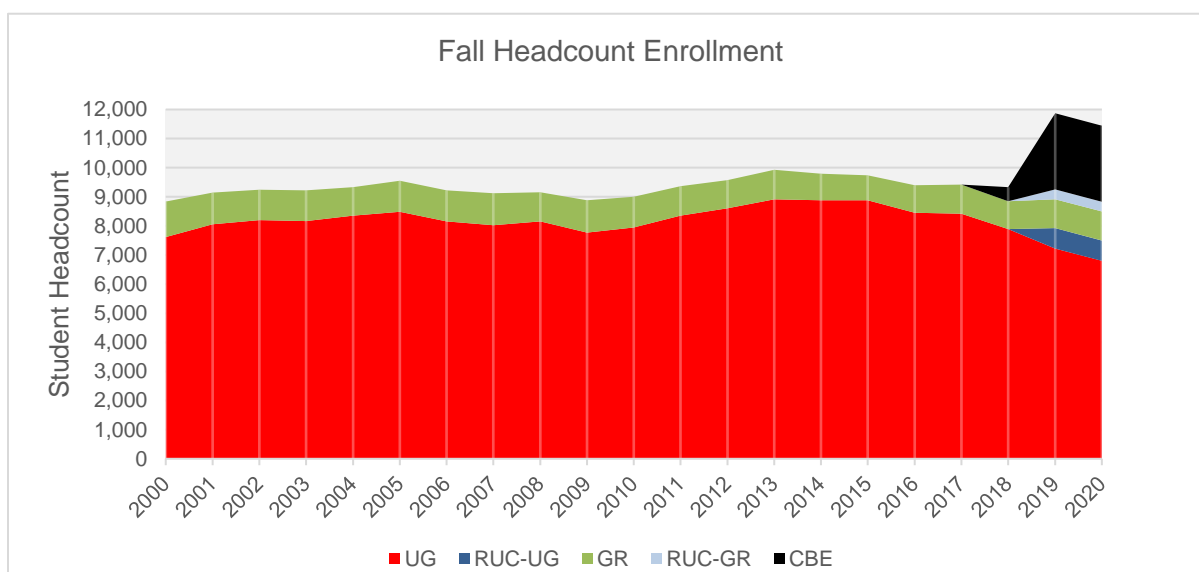
Enrollment for 2020-21 on main campus is conservatively projected below prior year levels. This is reflective of the downward trend for in-state undergraduate admissions and transfers. Similarly, enrollment for RUC is projected slightly lower than 2019-20 to remain conservative as the newly formed site continues its integration into the Radford University family. Since impacts of the COVID-19 pandemic remain unclear, the following chart shows budgeted enrollment with an estimate of potential positive and negative impacts to enrollment.
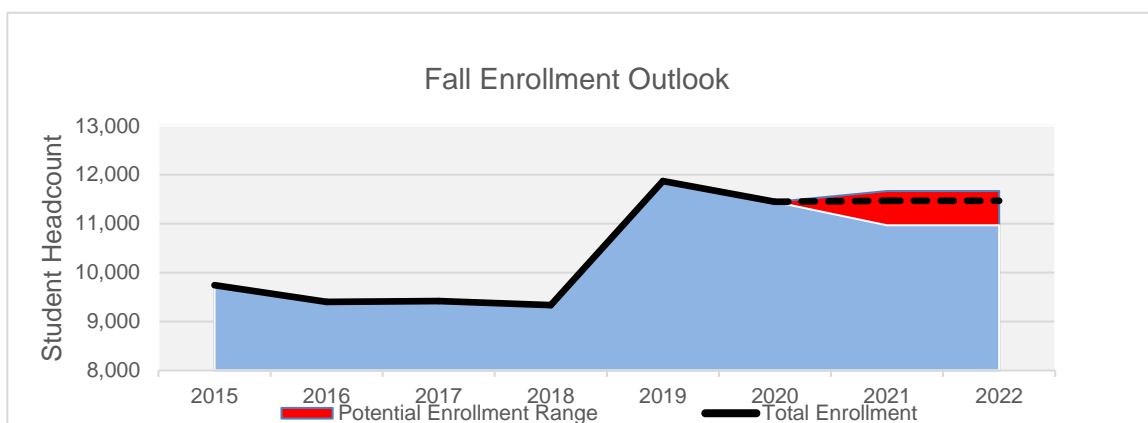
Radford University main campus is very reliant upon state general fund support due to the significant number of in-state undergraduate students served (93 percent as of Fall 2019). SCHEV's calculation identifies that the University's E&G program should be funded 62 percent from state general fund support and 38 percent through institutional nongeneral fund sources (i.e. tuition, E&G fees, etc.). However, SCHEV's most recent calculation reflects an inversion with Radford University funding 61 percent from institutional nongeneral fund sources and 39 percent from state general funds.
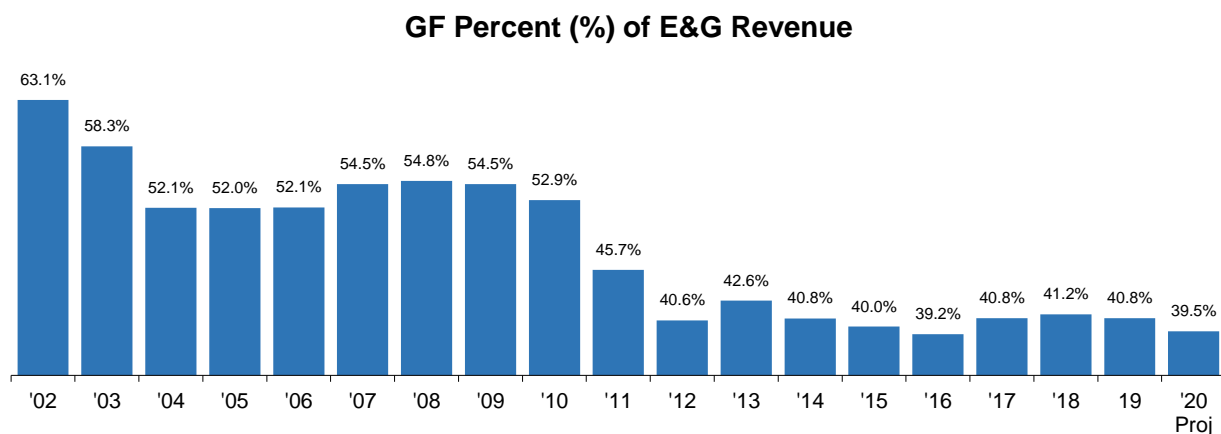
Mandatory Cost Increases

2020 General Assembly Session Action –
As previously mentioned, the 2020 General Assembly Session was largely focused on making strategic investments in the Commonwealth. The economy was stable and growing, but now remains uncertain as the economic effects of the COVID-19 pandemic are unclear. The Governor signed the 2020-22 Biennial Budget on May 21, 2020 and will continue to work with the General Assembly to craft budget and legislative responses to the pandemic's effect on the Commonwealth.

Due to an anticipated surplus in state revenue, the proposal by the Virginia General Assembly provided an additional increase in base funding for 2020-21 to assist with in-state undergraduate affordability through the Tuition Moderation initiative. Institutions were allocated a specific amount based on several factors as submitted in their institutions six-year plans. Radford University's share was anticipated to be $2.1 million. The budget also included additional need-based financial aid for public institutions of higher education, of which $2.5 million was earmarked for additional support to Radford University in 2020-21. As previously stated, these new initiatives have been unallotted in the approved Biennial Budget and are not currently included in the 2020-21 general fund allocation for the University. The approved budget includes a bonus for all state employees of three percent effective November 25, 2020; however given the dependency on meeting revenue projections, this increase is unlikely to materialize and has been removed from anticipated 2020-21 general funds for the University.

The following schedule reflects funding from the 2020 General Assembly Session providing additional general fund support for the University in 2020-21:

2020-21 General Assembly Funding Summary:

	Pre-Covid-19 Proposed Funding	Post-Covid-19 Proposed Funding
E&G - Educational & General		
Tech Talent	$891,993	$891,993
Employee Bonus*	1,398,839	0
Minimum Wage Increase*	15,210	15,210
Fringe Rate Changes*	236,155	236,155
Central System & Other Charges*	(1,342)	(1,342)
RUC Operating Support	2,000,000	0
Tuition Moderation	2,100,000	0
Total E&G General Fund Recommendations	**$6,640,855**	**$1,142,016**
SFA - Student Financial Assistance		
In-State Undergraduate Financial Aid	2,538,400	0
Total E&G and SFA (combined) General Fund	**$9,179,255**	**$1,142,016**

Notes:

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

Other Mandatory Costs –

In addition to the state-mandated items, the University must also address teaching and research faculty promotion and tenure contractual commitments, operation and maintenance of new and existing facilities, contractual escalators for technology and maintenance contracts, escalating utilities, and committed costs for previously approved projects. These initiatives, referred to as central cost commitments, combine to total $1,614,872 for main campus and $108,000 for RUC. For additional details, Schedule A provides a breakdown of the mandatory cost requirements for each site.

Division Program Requirements –

After an extensive review of division programmatic activities and requests that were submitted by each Vice President, no divisional initiatives were funded for main campus. In light of current cost pressures and uncertainty, it was deemed necessary to establish division-wide savings strategies from all operating divisions for 2020-21, which total $8,817,172 for main campus. RUC received $100,000 for divisional initiatives related to enrollment and retention, and established saving strategies of $1,586,287.

Out-of-State Tuition Outlook –

For the last several years, out-of-state tuition rate increases have varied from the in-state increases because it was believed that the University was reaching a point of diminishing returns relative to out-of-state tuition rates exceeding 150 percent of actual cost of education. For 2020-21, the University proposes to keep out-of-state tuition flat to prior year. Out-of-state students are required to cover 100 percent of the calculated cost of education. The University's rates currently exceed this requirement. The most recent SCHEV calculation (2019-20) indicated out-of-state students were covering 142 percent of the average cost of instruction at Radford University.

Refer to the Summary of Tuition and Fees for 2020-21, Schedule B at the end of this document, for further details on the proposed rates.

E&G Summary

Taking all of the above into consideration, the following represents the major factors considered in the proposed 2020-21 tuition rates by respective full-time student classification. The proposed recommendation considers: (1) Tuition Moderation funding, (2) mandatory cost increases, (3) the implantation of the University's strategic plan, (4) marketability of programs, and (5) essential programmatic needs of the University to sustain critical instructional support and student services.

Refer to the Summary of Tuition and Fees for 2020-21, Schedule B at the end of this document, for the proposed rates. Part-time tuition rates are derived from the respective full-time tuition rate and can also be referenced in the Summary of Tuition and Fees for 2020-21.

Virginia Educator Tuition Rates:

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

To be eligible for the reduced tuition rate, educators (including teachers, administrators, counselors, librarians, coaches, and other instructional support staff) must be a full-time contractual employee in a K-12 public or private school in the Commonwealth of Virginia. The courses must be for professional development (e.g. graduate degree, additional endorsements, or for re-licensure), not for planned career changes outside of education. Students pay approximately 77 percent of the approved standard in-state graduate per credit hour tuition rate.

Refer to the Summary of Tuition and Fees for 2020-21, Schedule B at the end of this document, for the proposed rate.

Differential Tuition Rates:

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

Additionally, in 2019-20 Radford University added differential program tuition for programs offered at Radford University Carilion. Those programs include RN to BSN, Emergency Services, and Medical Laboratory Science. The University has reviewed other programs offered at Radford University Carilion, and is proposing differential pricing for Public Health (BS), Healthcare Management (BS), Healthcare Administration (MS), and Health Sciences (MS).

In an effort to better align pricing for programs offered at Radford Main Campus and Radford University Carilion, the University is proposing to offer a differentiated rate for the RN to BSN program on Radford Main Campus as well as a differentiated rate for Occupational Therapy (MS and OTD) at Radford University Carilion. While the rate components will differ by campus, the total rate charged per credit hour will be relatively equal across campuses.

There are a few proposed changes to the differential rates listed above. The comprehensive and other applicable fees will be in addition to the per-credit-hour fee unless otherwise noted. Refer to the Summary of Tuition and Fees for 2020-21, Schedule B at the end of this document, for the proposed rate.

Radford Campus Full-Time Tuition Policy:

Currently, Radford University employs a flat rate tuition model. The model is based on one flat rate for full-time students taking between 12 and 18 credit hours. In support of graduating within four years, students are encouraged to take at least 15 credit hours a semester. However, students are charged on a per credit hour basis for incremental consumption in excess of 18 credit hours. This is a common tuition model employed within higher education and the majority of four-year public institutions in the Commonwealth operating some variation of this model.

For the 2020-21 fiscal year, the flat rate for Radford University Main Campus will apply to full-time students taking between 12 and 17 credit hours. The policy change was approved by the Board of Visitors at the May 2019 meeting. For 2021-22, the flat rate model will apply to full-time students taking between 12 and 16 credit hours.

Competency-Based Education Rates:

During the 2017-18 academic year, Radford University initially piloted two certificate programs based on the competency-based education model – Cybersecurity and Geospatial Intelligence. The asynchronous curriculum of these programs give students more control in completing requirements beyond the scope of the standard credit hour measurement. Students are required to achieve certain skills or competencies in a designated subject matter, regardless of time, before they can complete the program. Therefore, it is an outcome, or competency, driven model that allows students the flexibility to manage program workloads at their desired pace.

Since it was instituted, Competency-Based Education has become a fixture at the institution with increased interest in the IMPACT and ASSET programs. Both programs offer a non-traditional approach to education and have diversified the range of students enrolled at Radford University. Due to its recent successes, tuition rates are recommended to remain unchanged from the prior year. While tuition is proposed at an annual rate, students will receive a pro-rated assessment on an ongoing six-month basis for as long as they are enrolled in the program. Refer to the Summary of Tuition and Fees for 2020-21, Schedule B at the end of this document, for the proposed rates.

Technology Fee:

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

Based upon current technology requirements the fee for 2020-21 is recommended to remain flat to prior year. Refer to the Summary of Tuition and Fees for 2020-21, Schedule B at the end of this document, for the proposed rate.

Online Program Fee:

In the fall of 2010, the University offered its first, fully online degree program with the Doctor of Nursing Practice (DNP). Programs offered wholly online require specialized technology support and infrastructure. The online program fee is used to assist with supporting hardware, software, network infrastructure, and technical personnel costs associated with administering online programs. In 2012-13, the Master of Fine Arts (MFA) in Design Thinking became the second program authorized to require the online program fee with the Doctorate of Education (Ed.D.) added in 2019-20. For 2020-21, the RN to BSN differentiated rate is proposed for RU main campus to include an online program fee.

The online program fee is recommended to remain flat compared to the prior year. Programs assessed the online program fee do not receive a comprehensive fee assessment. Additionally, this fee is not intended to be charged to individual courses taught through distance education or other online channels. Refer to the Summary of Tuition and Fees for 2020-21, Schedule B at the end of this document, for the proposed rate.

Out-of-State Capital Fee:

The 2003 General Assembly required the establishment of a capital fee to be assessed to all out-of-state students at institutions of higher education in Virginia. This is required to pay a portion of the debt service on bonds issued under the 21st Century Program. The out-of-state capital fee is proposed to remain unchanged. The General Assembly previously increased the per credit hour fee in 2007, 2009, 2010, 2012, and 2017. Refer to the Summary of Tuition and Fees for 2020-21, Schedule B at the end of this document for the proposed rate.

Radford University Carilion Tuition Rates:

In the first year of operations, Radford University Carilion assumed a tuition policy and rate structure similar to that previously employed by Jefferson College of Health Sciences (JCHS). As a private institution, JCHS's tuition and fee structure was designed to recover the full cost of education. As part of the merger in 2019-20, the University was able to secure $1.7 million in general funds to help offset the high cost of delivering RUC's allied health programs. This infusion resulted in a 10% reduction in undergraduate tuition and fee rates. During the 2020 General Assembly session, the University was successful in obtaining and additional $4.0 million in operational funding that was later unallotted due to COVID-19 economic impact concerns.

Although the additional support has been unallotted for 2020-21, the University remains committed to lowering the cost of education at Radford University Carilion. In-state undergraduate tuition and fees are proposed to be reduced by $2,395 annually (or -9.90 percent), with out-of-state undergraduate tuition remaining unchanged. The University is able to fund the change through cost saving strategies. The graduate tuition rates are not proposed to change. Categorically, the traditional tuition rates are separated into tuition, site fees, and program fees. A technology fee is assessed as a flat rate per semester. This separation allows for future cost mitigations and better alignment of student price with cost to educate.

Three undergraduate programs currently receive a differential tuition rate – Emergency Services, Medical Laboratory Science, and Nursing (RN-to-BSN). Each of the aforementioned programs have a proposed increase shown on Schedule B. As mentioned previously, there are six programs that were previously charged full tuition that are being proposed at a differentiated rate. Those programs are Healthcare Management (BS), Public Health (BS), Health Science (MS), Health Care Management (MS), Occupational Therapy (MS) and Occupational Therapy (OTD). Similarly, the rates were divided into the classifications of tuition, Health Sciences fees, and program fees. A technology fee was assessed as a flat rate per semester. See Schedule B for proposed rates.

Graduate rates, charged on a per credit hour basis, will remain flat at current year levels. Similarly, the rate was divided into the classifications of tuition, site fees, and program fees. A technology fee was assessed as a flat rate per semester.

Bridge Program (NRB2RU):

Radford University is embarking on an innovative partnership agreement with New River Community College (NRCC) starting Fall 2020 to offer students an alternative transfer pathway between NRCC and Radford University. Students who do not meet Radford University's admission criteria may be selected to participate in the program, where they will attend NRCC their first year, but live on the Radford University campus. The students will pay tuition to NRCC, but will pay room and board to Radford based on approved rates. Transit options will be available between the two campuses, allowing students to interact and connect in both settings. This unique option offers students a traditional residential campus experience while they prepare for the rigors of a baccalaureate program. The University is anticipating this program will increase the number of successful transfers and help the University meet its transfer goals.

Auxiliary Enterprises Program:

Comprehensive Fee

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

The University is recommending a two percent increase in the proposed 2020-21 comprehensive fee. This increase will cover the cost of mandatory cost escalations, such as maintenance and operating expenses, contract escalators, transit services, programmatic requirements, scholarships, and all associated indirect cost charges.

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

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

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

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

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

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

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

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

Student Services: The student fee supports student professional development through career, advising, and other resource services.

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

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

Refer to the Summary of Tuition and Fees for 2020-21, Schedule B at the end of this document, for the proposed rate.

Room Rates

In 2016-17, Radford University realigned room charges to better account for the diverse array of housing options available. This realignment eliminated the 'one-size-fits-all' approach to the standard room type, and the cost of the facilities are aligned with students who occupy those respective rooms. The University is recommending a two percent increase in the proposed 2020-

21 room rates. This increase covers additional costs associated with scholarships, maintenance and operations, programmatic requirements, debt service payments, fringe benefit and health insurance rate adjustments, student support services, and all associated indirect cost charges.

The University is in year three of an innovative lease arrangement with the Radford University Foundation for a number of off-campus apartment buildings that provide students with an off-campus experience, yet continue to offer many of the same residential support services through the University. The apartments are structured by number of bed(s) per unit, ranging from 1 to 5 bed options, and whether the apartment has in-unit laundry or shared laundry services. The current pricing difference in laundry services equates to $30 per bed per month. The rates, which are favorable to market rates, cover utilities, cable and internet.

Refer to the Summary of Tuition and Fees for 2020-21, Schedule B at the end of this document, for further details on the proposed rates.

Board/Off-Campus Meal Plans

The University is not recommending an increase in the proposed 2020-21 meal plan rates. This rate freeze is necessary to support students in a time of uncertainty. The normal annual increase covers costs associated with the annual dining services contractual agreement and indirect cost charges. The University is negotiating with its service provider to defer normal cost escalators for the FY2020-21 academic year. Students living on campus must select one of the residential board plans as part of their housing agreement. An off-campus, non-residential student may elect to participate in any of the approved meal plan options.

Refer to the Summary of Tuition and Fees for 2020-21, Schedule B at the end of this document, for further details on the proposed rates.

<u>**Reference Material**</u>**:**

For reference, Schedule C is an excerpt from the 2019-20 Operating Budget Plan and Financial Overview, which includes comparative charts and graphs of tuition and fees at Virginia's public four-year institutions of higher education. Radford University is a best value as one of the lowest total cost (tuition, fees, room and board) providers among Virginia's four-year public institutions.

Schedule A:
2020-21 Resource Allocation Analysis – RU Main Campus

	2020-21 Assumptions
REVENUE	
General Fund Changes	
2020-21 Tech Talent	$ 891,993
2020-21 Minimum Wage (Estimate)	15,210
2020-21 Fringe Rate Changes	236,155
2020-21 Central Systems & Other Changes	(1,342)
Total General Fund Changes	**$ 1,142,016**
Nongeneral Fund Changes	
18 CH Policy Change	$ 250,000
Tuition Alignment	(7,047,327)
Sales & Services	(30,234)
Private Support	(276,653)
Need Based Scholarships	(1,240,102)
Total Nongeneral Fund Changes	**$ (8,344,316)**
Total Revenue Changes	**$ (7,202,300)**

	2020-21 Assumptions
EXPENSES	
Non-Discretionary Cost Increases	
Mandatory Costs	
Salary Adjustments	
2020-21 FLSA Adj	$ 2,360
2020-21 Minimum Wage Adj	25,350
2020-21 Pay Band Adj	9,943
Fringe Adjustments	
2020-21 Fringe Rate Changes	434,931
Central Cost Commitments	
AA Promotion & Tenure	237,853
Contracts & Compliance	51,666
Tech Talent	670,904
Transfer Initiative	181,865
Total Non-Discretionary Cost Increases	**$ 1,614,872**
Savings Strategies	
Academic Affairs	$ (5,061,399)
Finance & Administration	(1,144,289)
Information Technology	(634,542)
Central Administration	(114,878)
Student Affairs	(89,214)
University Relations	(208,855)
University Advancement	(241,809)
Central Resources	(959,108)
Enrollment Management	(363,078)
Total Savings strategies	**$ (8,817,172)**
Total Savings Strategies	**$ (8,817,172)**
Total Base Budget	**$ (7,202,300)**
TOTAL SURPLUS/(DEFICIT)	**$ -**

2020-21 Resource Allocation Analysis – RUC

	2020-21 Assumptions
REVENUE	
General Fund Changes	
N/A	$ -
Total General Fund Changes	**$ -**
Nongeneral Fund Changes	
2020-21 Tuition and Fee Decrease	$ (2,166,049)
2020-21 DPT Transfer Tuition	1,581,544
2020-21 Tuition Waiver Decrease	300,000
Total Nongeneral Fund Changes	**$ (284,505)**
Total Revenue Changes	**$ (284,505)**

	2020-21 Assumptions
EXPENSES	
Non-Discretionary Cost Increases	
Mandatory Costs	
Salary Adjustments	
2020-21 FLSA Adj	$ 290
2020-21 Minimum Wage Adj	2,917
2020-21 Pay Band Adj	14,915
Fringe Adjustments	
2020-21 Fringe Rate Changes	48,786
Central Cost Commitments	
Contracts & Compliance	108,000
Sub-Total Central Commitments	**$ 174,908**
Division Recurring Requirements	
Academic Affairs - DPT Transfer	1,601,544
University Relations	50,000
Enrollment Management	50,000
Sub-Total Division Requirements	**$ 1,701,544**
Total Non-Discretionary Cost Increases	**$ 1,876,452**
Savings Strategies	
Central Resources	$ (1,586,287)
Total Savings strategies	**$ (1,586,287)**
Total Savings Strategies	**$ (1,586,287)**
Total Base Budget	**$ 290,165**

TOTAL SURPLUS/(DEFICIT)	**$ (574,670)**
One Time Budget	
Decrease Lease Prepayment	574,670
Total One-Time Budget	**$ 574,670**
REVISED TOTAL SURPLUS/(DEFICIT)	**$ 0**

Schedule B:
Summary of Proposed 2020-21 Tuition and Fees

	Approved 2019-20	Proposed 2020-21	Dollar Increase	Percent Increase
Radford University				
Undergraduate [1]				
In-state Undergraduate (full-time) –				
Tuition	$7,922	$7,922	$0	
Mandatory Technology Fee	58	58	0	
Mandatory Comprehensive Fee	3,370	3,436	66	
Total In-state Undergraduate	**$11,350**	**$11,416**	**$66**	**0.58%**
Room - Standard Double	5,387	5,495	108	
Board - 19 Meal Plan	4,356	4,356	0	
Total In-state Undergraduate Living in University Housing	**$21,093**	**$21,267**	**$174**	**0.82%**
Out-of-state Undergraduate (full-time) –				
Tuition	$19,557	$19,557	$0	
Mandatory Capital Fee	447	447	0	
Mandatory Technology Fee	58	58	0	
Mandatory Comprehensive Fee	3,370	3,436	66	
Total Out-of-state Undergraduate	**$23,432**	**$23,498**	**$66**	**0.28%**
Room - Standard Double	5,387	5,495	108	
Board - 19 Meal Plan	$4,356	$4,356	0	
Total Out-of-state Undergraduate Living in University Housing	**$33,175**	**$33,349**	**$174**	**0.52%**

[1] Full-time tuition and fee rates are based on 12-17 credit hours.

	Approved 2019-20	Proposed 2020-21	Dollar Increase	Percent Increase
Graduate [1]				
In-state Graduate (full-time) –				
Tuition	$8,915	$8,915	$0	
Mandatory Technology Fee	58	58	0	
Mandatory Comprehensive Fee	3,370	3,436	66	
Total In-state Graduate	**$12,343**	**$12,409**	**$66**	**0.53%**
Out-of-State Graduate (full-time) –				
Tuition	$17,441	$17,441	$0	
Mandatory Capital Fee	447	447	0	
Mandatory Technology Fee	58	58	0	
Mandatory Comprehensive Fee	3,370	3,436	66	
Total Out-of-state Graduate	**$21,316**	**$21,382**	**$66**	**0.31%**
Differential Tuition & Fees				
RN to BSN In-State (per credit hour)				
Tuition	$0	$329	N/A	
Mandatory Technology Fee [2]	0	3	N/A	
Mandatory Program Fee	0	63	N/A	
Mandatory Online Program Fee [3]	0	25	N/A	
Total In-state Undergraduate RN to BSN	**$0**	**$420**	**N/A**	**N/A**
RN to BSN Out-of-State (per credit hour)				
Tuition	$0	$329	N/A	
Mandatory Technology Fee [2]	0	3	N/A	
Mandatory Program Fee	0	63	N/A	
Mandatory Online Program Fee [3]	0	25	N/A	
Total Out-of-state Undergraduate RN to BSN	**$0**	**$420**	**N/A**	**N/A**

[1] Full-time tuition and fee rates are based on 12-17 credit hours.
[2] For applicable differential tuition programs, students enrolled in 12 to 18 credit hours will be assessed up to the annualized rate of $1,718 per semester for the mandatory comprehensive fee, $29 per semester for the technology fee, and $223.50 per semester for the out-of-state capital fee.
[3] The online program fee applies to select differential tuition programs that are offered fully online. This fee is assessed on a per credit hour basis in lieu of the comprehensive fee.

	Approved 2019-20	Proposed 2020-21	Dollar Increase	Percent Increase
Master of Occupational Therapy (MOT) In-State (per credit hour)				
Tuition	$376	$376	$0	
Mandatory Technology Fee [2]	3	3	0	
Mandatory Program Fee	0	63	63	
Mandatory Comprehensive Fee [2]	140	143	3	
Total In-state Graduate MOT	**$519**	**$585**	**$66**	**12.62%**
Master of Occupational Therapy (MOT) Out-of-State (per credit hour)				
Tuition	$967	$587	($380)	
Mandatory Capital Fee [2]	19	19	0	
Mandatory Technology Fee [2]	3	3	0	
Mandatory Program Fee	0	63	63	
Mandatory Comprehensive Fee [2]	140	143	3	
Total Out-of-state Graduate MOT	**$1,129**	**$815**	**($314)**	**-27.84%**
Master of Fine Arts in Design Thinking In-State (per credit hour)				
Tuition	$744	$744	$0	
Mandatory Technology Fee [2]	3	3	0	
Mandatory Online Program Fee [3]	25	25	0	
Total In-state Graduate MFA	**$772**	**$772**	**$0**	**0.00%**
Master of Fine Arts in Design Thinking Out-of-State (per credit hour)				
Tuition	$744	$744	$0	
Mandatory Capital Fee [2]	19	19	0	
Mandatory Technology Fee [2]	3	3	0	
Mandatory Online Program Fee [3]	25	25	0	
Total Out-of-state Graduate MFA	**$791**	**$791**	**$0**	**0.00%**

[2] For applicable differential tuition programs, students enrolled in 12 to 18 credit hours will be assessed up to the annualized rate of $1,718 per semester for the mandatory comprehensive fee, $29 per semester for the technology fee, and $223.50 per semester for the out-of-state capital fee.

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

	Approved 2019-20	Proposed 2020-21	Dollar Increase	Percent Increase
Doctor of Nursing Practice (DNP) In-State (per credit hour)				
Tuition	$504	$504	$0	
Mandatory Technology Fee [2]	3	3	0	
Mandatory Online Program Fee [3]	25	25	0	
Total In-state Graduate DNP	**$532**	**$532**	0	**0.00%**
Doctor of Nursing Practice (DNP) Out-of-State (per credit hour)				
Tuition	$997	$997	$0	
Mandatory Capital Fee [2]	19	19	0	
Mandatory Technology Fee [2]	3	3	0	
Mandatory Online Program Fee [3]	25	25	0	
Total Out-of-state Graduate DNP	**$1,044**	**$1,044**	**$0**	**0.00%**
Doctor of Education (Ed.D.) In-State (per credit hour)				
Tuition	$371	$371	$0	
Program Fee	101	101	0	
Mandatory Technology Fee [2]	3	3	0	
Mandatory Online Program Fee [3]	25	25	0	
Total In-state Graduate Ed.D.	**$500**	**$500**	**$0**	**0.00%**
Doctor of Education (Ed.D.) Out-of-State (per credit hour)				
Tuition	$371	$371	$0	
Program Fee	101	101	0	
Mandatory Capital Fee [2]	19	19	0	
Mandatory Technology Fee [2]	3	3	0	
Mandatory Online Program Fee [3]	25	25	0	
Total Out-of-state Graduate Ed.D.	**$519**	**$519**	**$0**	**0.00%**

[2] For applicable differential tuition programs, students enrolled in 12 to 18 credit hours will be assessed up to the annualized rate of $1,718 per semester for the mandatory comprehensive fee, $29 per semester for the technology fee, and $223.50 per semester for the out-of-state capital fee.

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

	Approved 2019-20	Proposed 2020-21	Dollar Increase	Percent Increase
Competency-Based Education (CBE)				
Tuition (12-18 credit hours)	$6,000	$6,000	$0	0.00%
Tuition (3-4 credit hours)	0	$1,250	N/A	N/A
Part-time and Intersession[4] Rates				
Tuition				
Undergraduate				
In-state	$329	$329	$0	0.00%
Out-of-state	814	814	0	0.00%
In-state RN to BSN	0	329	N/A	N/A
Out-of-state RN to BSN	0	329	N/A	N/A
Graduate				
In-state	$371	$371	$0	0.00%
Out-of-state	726	726	0	0.00%
In-state MOT	376	376	0	0.00%
Out-of-state MOT	967	587	(380)	-39.33%
In-state MFA	744	744	0	0.00%
Out-of-state MFA	744	744	0	0.00%
In-state DNP	504	504	0	0.00%
Out-of-state DNP	997	997	0	0.00%
In-state Ed.D.	371	371	0	0.00%
Out-of-state Ed.D.	371	371	0	0.00%
Virginia Educator	284	284	0	0.00%
Other Mandatory Fees				
Technology Fee	$3	$3	$0	0.00%
Out-of-state Capital Fee	19	19	0	0.00%
Online Program Fee	25	25	0	0.00%
Comprehensive Fee	140	143	3	2.14%
RN to BSN Program Fee	0	63	N/A	N/A
MOT Program Fee	0	63	N/A	N/A

[4] Summer III only - Full-time academic year tuition and fee rates are charged based on 12-17 credit hours.

	Approved 2019-20	Proposed 2020-21	Dollar Increase	Percent Increase
Comprehensive Fee				
Mandatory Comprehensive Fee				
Athletics	$1,213	$1,269	$56	
Auxiliary Building/Facilities	265	265	0	
Auxiliary Support	232	237	5	
Debt Service	306	306	0	
Recreation	309	309	0	
Student Activities	148	148	0	
Student Health	353	353	0	
Student Services	97	97	0	
Student Union	305	305	0	
Transit	142	147	5	
Total Comprehensive Fee	**$3,370**	**$3,436**	**$66**	**1.96%**
Fall & Spring Annual Room Rates[5]				
Room				
Traditional Double	$4,770	$4,865	$95	1.99%
Standard Double - Phase I	5,387	5,495	108	2.00%
Standard Double - Phase II	5,548	5,659	111	2.00%
Traditional Single	6,963	7,102	139	2.00%
Standard Single - Phase I	7,663	7,816	153	2.00%
Standard Single - Phase II	7,893	8,051	158	2.00%
Standard - Super Suite	5,825	5,942	117	2.01%
Deluxe - Super Suite	6,208	6,332	124	2.00%
University Apartment – 1 bed	0	7,650	N/A	N/A
University Apartment – 2 bed	7,140	7,283	143	2.00%
University Apartment – 3 bed	6,780	6,916	136	2.01%
University Apartment – 4 bed	6,420	6,548	128	1.99%
University Apartment – 5 bed	6,060	6,181	121	2.00%

	Approved 2019-20	Proposed 2020-21	Dollar Increase	Percent Increase
University Apartment – 1 bed (incl. laundry)	7,860	8,017	157	2.00%
University Apartment – 2 bed (incl. laundry)	7,500	7,650	150	2.00%
University Apartment – 3 bed (incl. laundry)	7,140	7,283	143	2.00%
University Apartment – 4 bed (incl. laundry)	6,780	6,916	136	2.01%
University Apartment – 5 bed (incl. laundry)	6,420	6,548	128	1.99%

[5] Notes:

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

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

c) University Apartment rates are charged on a per student/per bed basis.

Fall & Spring Annual Board & Meal Plan Rates[6]

Residential Board Plan

Flex Plan	$4,225	$4,225	$0	0.00%
19 Meal Plan	4,356	4,356	0	0.00%
15 Meal Plan	4,237	4,237	0	0.00%
Apt Block	2,225	2,225	0	0.00%

Non-Residential Meal Plan (*optional*)

Flex Jr. Plan	$2,136	$2,136	$0	0.00%
65 Meal Plan	1,065	1,065	0	0.00%
90 Meal Plan	1,474	1,474	0	0.00%
5 Meal Plan	1,569	1,569	0	0.00%

[6] Notes:

a) Summer rates are prorated on the approved annualized rate.
b) Select board and meal plans may not be available each term.
c) Flex and Flex Jr. Plans will be available for Fall Semester only on a prorated basis for students with spring 2020 balances.

	Approved 2019-20	Proposed 2020-21	Dollar Change	Percent Change

Radford University Carilion

Undergraduate [7]

In-state Undergraduate (full-time)

Tuition	$7,922	$7,922	$0	
Health Sciences Fee	6,000	6,000	0	
Program Fee	9,795	7,400	(2,395)	
Mandatory Technology Fee[8]	470	470	0	
Total In-state Undergraduate	**$24,187**	**$21,792**	**($2,395)**	**-9.90%**

Out-of-state Undergraduate (full-time)

Tuition	$7,922	$7,922	$0	
Health Sciences Fee	6,000	6,000	0	
Program Fee	9,795	9,795	0	
Mandatory Technology Fee[8]	470	470	0	
Total Out-of-state Undergraduate	**$24,187**	**$24,187**	**$0**	**0.00%**

[7] Full-time tuition and fee rates are based on 12-18 credit hours.
[8] The Technology Fee is a flat rate of $235 per semester ($85 summer) and no per credit hour equivalent is assigned.

Part-Time and Intersession[8][9] (Per Credit Hour)

In-state Undergraduate (per credit hour)

Tuition	$330	$329	($1)	
Health Sciences Fee	250	250	0	
Program Fee	185	309	124	
Total In-state Undergraduate	**$765**	**$888**	**$123**	**16.08%**

Out-of-state Undergraduate (per credit hour)

Tuition	$330	$329	($1)	
Health Sciences Fee	250	250	0	
Program Fee	185	409	224	
Total Out-of-state Undergraduate	**$765**	**$988**	**$223**	**29.15%**

[8] The Technology Fee is a flat rate of $235 per semester ($85 summer) and no per credit hour equivalent is assigned.
[9] Summer III only - Full-time academic year tuition and fee rates are charged based on 12-18 credit hours.

	Approved 2019-20	Proposed 2020-21	Dollar Change	Percent Change
Graduate [8]				
In-state Graduate (per credit hour)				
Tuition	$371	$371	$0	
Health Sciences Fee	250	250	0	
Program Fee	174	174	0	
Total In-state Graduate	**$795**	**$795**	**$0**	**0.00%**
Out-of-state Graduate (per credit hour)				
Tuition	$371	$371	$0	
Health Sciences Fee	250	250	0	
Program Fee	174	174	0	
Total Out-of-state Graduate	**$795**	**$795**	**$0**	**0.00%**

[8] The Technology Fee a flat rate of $235 per semester ($85 summer) and no per credit hour equivalent is assigned.

	Approved 2019-20	Proposed 2020-21	Dollar Change	Percent Change
Differential (Per Credit Hour) Rates [8]				
Emergency Services, BS				
In-state Undergraduate (per credit hour)				
Tuition	$330	$329	($1)	
Program Fee	95	123	28	
Total In-state Emergency Service	**$425**	**$452**	**$27**	**6.35%**
Out-of-state Undergraduate (per credit hour)				
Tuition	$330	$329	($1)	
Program Fee	95	123	28	
Total Out-of-state Emergency Service	**$425**	**$452**	**$27**	**6.35%**

[8] The Technology Fee is a flat rate of $235 per semester ($85 summer) and no per credit hour equivalent is assigned.

	Approved 2019-20	Proposed 2020-21	Dollar Change	Percent Change
Medical Laboratory Science, BS				
In-state Undergraduate (per credit hour)				
Tuition	$330	$329	($1)	
Program Fee	95	123	28	
Total In-state Medical Laboratory Science	**$425**	**$452**	**$27**	**6.35%**
Out-of-state Undergraduate (per credit hour)				
Tuition	$330	$329	($1)	
Program Fee	95	123	28	
Total Out-of-state Medical Laboratory Science	**$425**	**$452**	**$27**	**6.35%**
Nursing, RN-to-BSN				
In-state Undergraduate (per credit hour)				
Tuition	$330	$329	($1)	
Program Fee	20	71	51	
Total In-state Nursing, RN-BSN	**$350**	**$400**	**$50**	**14.29%**
Out-of-state Undergraduate (per credit hour)				
Tuition	$330	$329	($1)	
Program Fee	20	71	51	
Total Out-of-state Nursing, RN-BSN	**$350**	**$400**	**$50**	**14.29%**

[8] The Technology Fee is a flat rate of $235 per semester ($85 summer) and no per credit hour equivalent is assigned.

	Approved 2019-20	Proposed 2020-21	Dollar Change	Percent Change
Healthcare Administration, BS				
In-state Undergraduate (per credit hour)				
Tuition	$0	$329	N/A	
Program Fee	0	101	N/A	
Total In-state Healthcare Administration	**$0**	**$430**	**N/A**	**N/A**
Out-of-state Undergraduate (per credit hour)				
Tuition	$0	$329	N/A	
Program Fee	0	101	N/A	
Total Out-of-state Healthcare Administration	**$0**	**$430**	**N/A**	**N/A**
Public Health, BS				
In-state Undergraduate (per credit hour)				
Tuition	$0	$329	N/A	
Program Fee	0	101	N/A	
Total In-state Public Health	**$0**	**$430**	**N/A**	**N/A**
Out-of-state Undergraduate (per credit hour)				
Tuition	$0	$329	N/A	
Program Fee	0	101	N/A	
Total Out-of-state Public Health	**$0**	**$430**	**N/A**	**N/A**

[8] The Technology Fee is a flat rate of $235 per semester ($85 summer) and no per credit hour equivalent is assigned.

	Approved 2019-20	Proposed 2020-21	Dollar Change	Percent Change
Healthcare Administration, MS				
In-state Graduate (per credit hour)				
Tuition	$0	$371	N/A	
Program Fee	0	220	N/A	
Total In-state Healthcare Administration	**$0**	**$591**	**N/A**	**N/A**
Out-of-state Graduate (per credit hour)				
Tuition	$0	$371	N/A	
Program Fee	0	220	N/A	
Total Out-of-state Healthcare Administration	**$0**	**$591**	**N/A**	**N/A**
Health Sciences, MS				
In-state Graduate (per credit hour)				
Tuition	$0	$371	N/A	
Program Fee	0	220	N/A	
Total In-state Health Sciences	**$0**	**$591**	**N/A**	**N/A**
Out-of-state Graduate (per credit hour)				
Tuition	$0	$371	N/A	
Program Fee	0	220	N/A	
Total Out-of-state Health Sciences	**$0**	**$591**	**N/A**	**N/A**

[8] The Technology Fee is a flat rate of $235 per semester ($85 summer) and no per credit hour equivalent is assigned.

	Approved 2019-20	Proposed 2020-21	Dollar Change	Percent Change
Master of Occupational Therapy, MOT				
In-state Graduate (per credit hour)				
Tuition	$0	$376	N/A	
Program Fee	0	189	N/A	
Total In-state MOT	**$0**	**$565**	**N/A**	**N/A**
Out-of-state Graduate (per credit hour)				
Tuition	$0	$587	N/A	
Program Fee	0	208	N/A	
Total Out-of-state MOT	**$0**	**$795**	**N/A**	**N/A**
Doctor of Occupational Therapy (OTD)				
In-state Graduate (per credit hour)				
Tuition	$0	$376	N/A	
Program Fee	0	189	N/A	
Total In-state OTD	**$0**	**$565**	**N/A**	**N/A**
Out-of-state Graduate (per credit hour)				
Tuition	$0	$587	N/A	
Program Fee	0	208	N/A	
Total Out-of-state OTD	**$0**	**$795**	**N/A**	**N/A**

[8] The Technology Fee is a flat rate of $235 per semester ($85 summer) and no per credit hour equivalent is assigned.

	Approved 2019-20	Proposed 2020-21	Dollar Change	Percent Change
Doctor of Physical Therapy (DPT)				
In-state Graduate (per credit hour)				
Tuition	$480	$371	($109)	
Program Fee	0	232	232	
Mandatory Technology Fee [2]	3	0	(3)	
Mandatory Comprehensive Fee [2]	140	0	(140)	
Total In-state Doctor of Physical Therapy	**$623**	**$603**	**($20)**	**-3.21%**
Out-of-state Graduate (per credit hour)				
Tuition	$966	$876	($90)	
Program Fee	0	232	232	
Mandatory Capital Fee [2]	19	0	(19)	
Mandatory Technology Fee [2]	3	0	(3)	
Mandatory Comprehensive Fee [2]	140	0	(140)	
Total Out-of-state Doctor of Physical Therapy	**$1,128**	**$1,108**	**($20)**	**-1.77%**

[8] The Technology Fee is a flat rate of $235 per semester ($85 summer) and no per credit hour equivalent is assigned.

Residential Room Rates				
Standard Room – Fall & Spring	$5,870	$5,870	0	0.00%
Standard Room – Summer	1,500	1,500	0	0.00%

Schedule C:
2019-20 Operating Budget Plan and Financial Overview

2019-20 Tuition and Fees Overview

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

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

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

Radford University's Tuition and Mandatory E&G Fee rates from fiscal years 2016 through 2020 are:
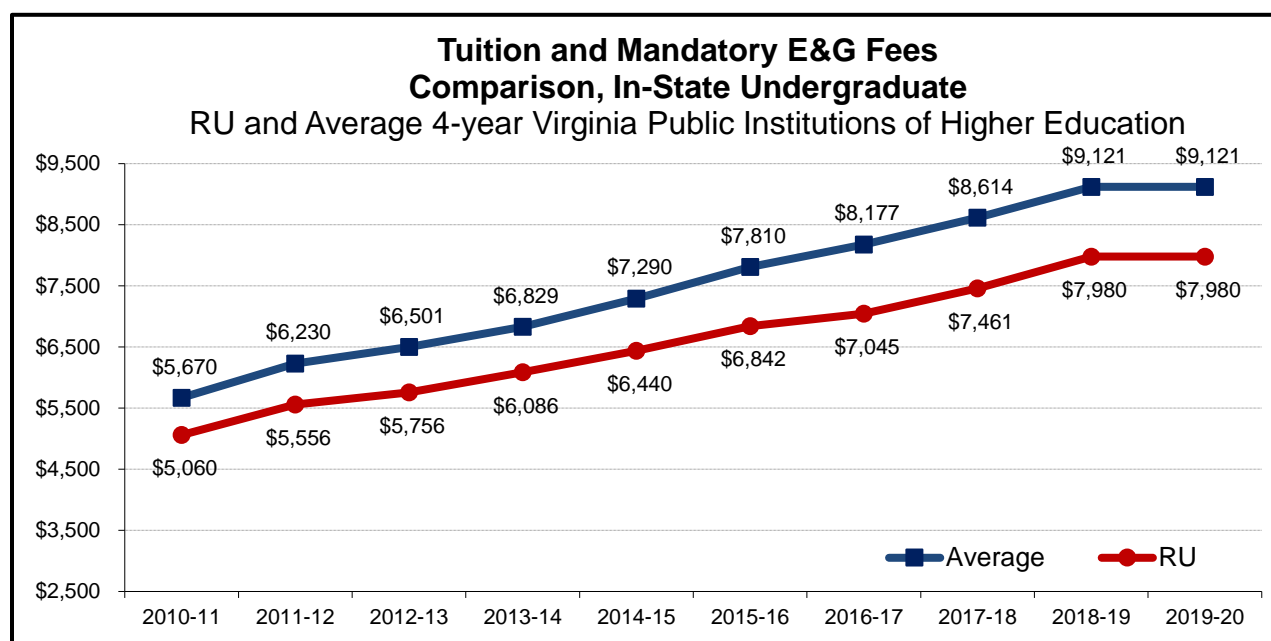
Total Tuition and Mandatory E&G Fees In-State, Undergraduate Students							
Rank	Institution	FY16	FY17	FY18	FY19	FY20[3]	$ Change From FY19	% Change From FY19
1	College of William & Mary[1]	$14,114	$15,810	$16,506	$17,570	$17,570	$0	0.0%
2	University of Virginia[1]	$12,347	$13,515	$13,810	$14,148	$14,148	$0	0.0%
3	Virginia Commonwealth University[1]	$10,719	$10,989	$11,483	$12,247	$12,247	$0	0.0%
4	Virginia Tech	$10,628	$10,941	$11,263	$11,595	$11,595	$0	0.0%
5	Virginia Military Institute	$8,136	$8,461	$8,884	$9,284	$9,284	$0	0.0%
6	Christopher Newport University	$7,642	$7,870	$8,270	$9,100	$9,100	$0	0.0%
7	George Mason University	$7,976	$8,204	$8,672	$9,060	$9,060	$0	0.0%
8	University of Mary Washington	$7,716	$7,948	$8,306	$8,678	$8,678	$0	0.0%
9	**Radford University**	**$6,842**	**$7,045**	**$7,461**	**$7,980**	**$7,980**	**$0**	**0.0%**
10	Longwood University	$7,170	$7,350	$7,620	$7,940	$7,940	$0	0.0%
11	James Madison University[1]	$5,724	$5,896	$6,250	$7,250	$7,250	$0	0.0%
12	Old Dominion University	$6,193	$6,348	$6,648	$7,047	$7,047	$0	0.0%
13	Virginia State University	$5,230	$5,386	$5,547	$5,769	$5,769	$0	0.0%
14	Norfolk State University	$5,162	$5,318	$5,478	$5,752	$5,752	$0	0.0%
15	University of Virginia at Wise	$5,210	$5,369	$5,529	$5,694	$5,694	$0	0.0%
	Average[2]	**$7,290**	**$7,810**	**$8,177**	**$8,614**	**$9,121**	**$0**	**0.0%**

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

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

3 All Universities accepted Tuition Moderation Funding from the Commonwealth to keep FY2019-20 tuition the same as FY2018-19

Tuition and Mandatory E&G Fees: The charts and graphs shown reflect a multi-year comparison of tuition and mandatory fees for in-state undergraduate students among the 15 four-year public institutions in Virginia. Radford University's tuition and mandatory E&G fees for in-state undergraduate students for 2019-20 is **12.5 percent ($1,141)** lower than the average tuition and mandatory E&G fees at the other Virginia four-year public institutions of higher education.

Tuition and Mandatory E&G Fees
Comparison, In-State Undergraduate
RU and Average 4-year Virginia Public Institutions of Higher Education

Average:
- 2010-11: $5,670
- 2011-12: $6,230
- 2012-13: $6,501
- 2013-14: $6,829
- 2014-15: $7,290
- 2015-16: $7,810
- 2016-17: $8,177
- 2017-18: $8,614
- 2018-19: $9,121
- 2019-20: $9,121

RU:
- 2010-11: $5,060
- 2011-12: $5,556
- 2012-13: $5,756
- 2013-14: $6,086
- 2014-15: $6,440
- 2015-16: $6,842
- 2016-17: $7,045
- 2017-18: $7,461
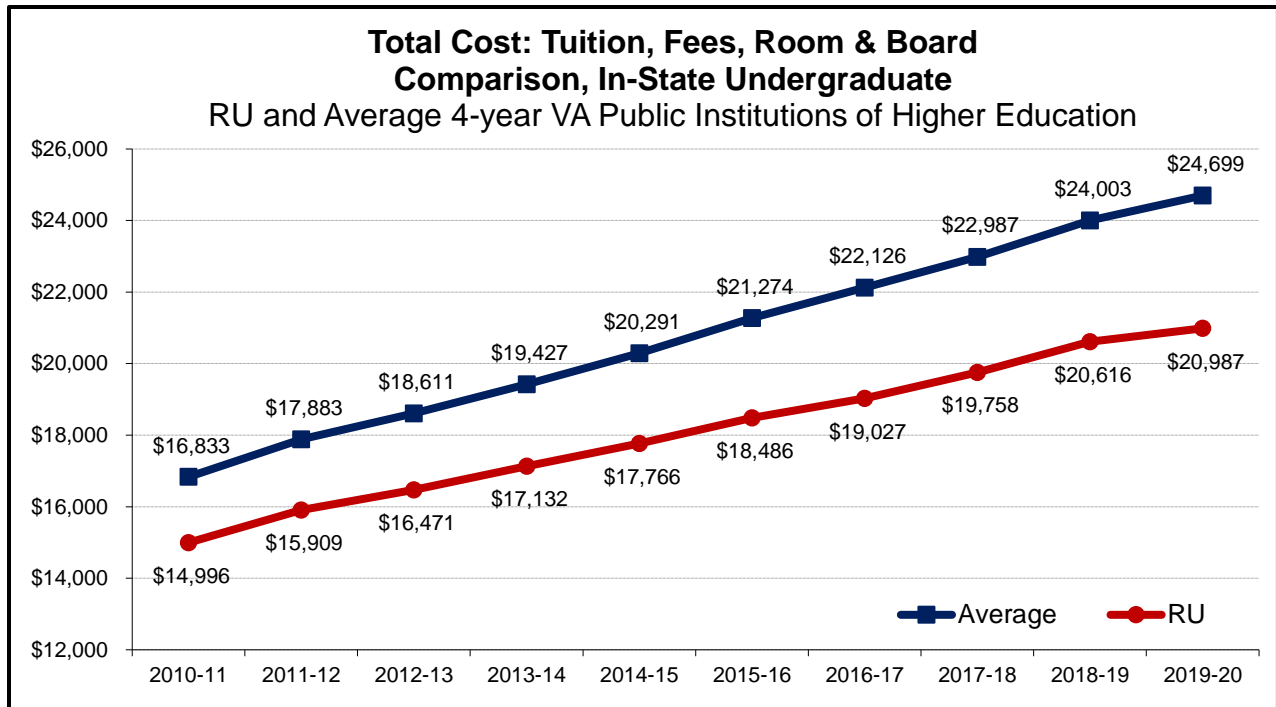- 2018-19: $7,980
- 2019-20: $7,980

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

The charts, graphs, and tables below display the total price for in-state undergraduate students compared to the state average and other Virginia four-year public colleges and universities.

For the 2019-20 academic year, Radford University's total cost (tuition, mandatory fees, room and board) is **15.0 percent (or $3,712)** lower than the average total cost at the other Virginia public four-year institutions of higher education.

In-State, Undergraduate Students	2019-20 State Average	2019-20 RU Total Cost	$ RU Below Average	% RU Below Average
Tuition and Mandatory E&G Fees	$9,274	$7,980	($1,294)	-14.0%
Comprehensive Fee	4,425	3,370	(1,055)	-23.8%
Room & Board	11,000	9,637	(1,363)	-12.39%
Total	**$24,699**	**$20,987**	**($3,712)**	**-15.0%**

Total Cost: Tuition, Fees, Room & Board Comparison, In-State Undergraduate
RU and Average 4-year VA Public Institutions of Higher Education

	Total Tuition, Comprehensive Fees, Room & Board Fees In-State, Undergraduate Students						
Rank	Institution	FY16	FY17	FY18	FY19	FY20[3]	$ Change From FY19	% Change From FY19
1	College of William & Mary[1]	$30,350	$32,616	$33,843	$35,636	$36,554	$918	2.6%
2	Virginia Military Institute	$25,202	$26,460	$27,450	$28,344	$28,884	$540	1.9%
3	University of Virginia[1]	$24,869	$26,440	$27,060	$27,864	$28,335	$471	1.7%
4	Christopher Newport University	$23,140	$23,968	$24,878	$26,214	$26,684	$470	1.8%
5	Virginia Commonwealth University[1]	$22,358	$23,049	$23,811	$24,918	$25,419	$501	2.0%
6	Longwood University	$21,468	$22,184	$23,138	$24,366	$25,188	$822	3.4%
7	George Mason University	$21,462	$22,030	$23,014	$23,922	$24,269	$347	1.5%
8	University of Mary Washington	$20,764	$21,508	$22,344	$23,384	$23,940	$556	2.4%
9	Virginia Tech	$20,711	$21,276	$21,920	$22,554	$23,033	$479	2.1%
10	James Madison University[1]	$19,462	$20,118	$20,990	$22,528	$23,144	$616	2.7%
11	Old Dominion University	$19,214	$19,870	$20,472	$21,334	$21,888	$554	2.6%
12	University of Virginia at Wise	$19,476	$19,885	$20,139	$20,557	$21,003	$446	2.2%
13	**Radford University**	**$18,486**	**$19,027**	**$19,758**	**$20,616**	**$20,987**	**$371**	**1.8%**
14	Virginia State University	$18,478	$19,034	$19,606	$20,264	$20,698	$434	2.1%
15	Norfolk State University	$17,336	$18,228	$18,902	$19,850	$20,466	$616	3.1%
	Average[2]	**$21,274**	**$22,126**	**$22,987**	**$24,003**	**$24,699**	**$696**	**2.9%**

1 The institution adopted a new guaranteed tuition plan for incoming in-state undergraduates in 2013-14. The tuition charged in their freshman year is frozen for all four years of their undergraduate attendance.
2 Weighted average as calculated by SCHEV in order to account for variable increases at CWM and VCU
3 All Universities accepted Tuition Moderation Funding from the Commonwealth to keep FY2019-20 tuition the same as FY2018-19

RADFORD UNIVERSITY BOARD OF VISITORS

Resolution
Approval of 2020-21 Tuition and Fees

June 12, 2020

       NOW, THEREFORE, BE IT RESOLVED that the Radford University Board of Visitors approves tuition and fees for the 2020-21 academic year as reflected in the Summary of Proposed 2020-21 Tuition and Fees beginning with the Fall 2020 semester and thereafter until otherwise adjusted by the Board of Visitors.

Schedule B:
Summary of Proposed 2020-21 Tuition and Fees

	Approved 2019-20	Proposed 2020-21	Dollar Increase	Percent Increase
Radford University				
Undergraduate [1]				
In-state Undergraduate (full-time) –				
Tuition	$7,922	$7,922	$0	
Mandatory Technology Fee	58	58	0	
Mandatory Comprehensive Fee	3,370	3,436	66	
Total In-state Undergraduate	**$11,350**	**$11,416**	**$66**	**0.58%**
Room - Standard Double	5,387	5,495	108	
Board - 19 Meal Plan	4,356	4,356	0	
Total In-state Undergraduate Living in University Housing	**$21,093**	**$21,267**	**$174**	**0.82%**
Out-of-state Undergraduate (full-time) –				
Tuition	$19,557	$19,557	$0	
Mandatory Capital Fee	447	447	0	
Mandatory Technology Fee	58	58	0	
Mandatory Comprehensive Fee	3,370	3,436	66	
Total Out-of-state Undergraduate	**$23,432**	**$23,498**	**$66**	**0.28%**
Room - Standard Double	5,387	5,495	108	
Board - 19 Meal Plan	$4,356	$4,356	0	
Total Out-of-state Undergraduate Living in University Housing	**$33,175**	**$33,349**	**$174**	**0.52%**

[1] Full-time tuition and fee rates are based on 12-17 credit hours.

	Approved 2019-20	Proposed 2020-21	Dollar Increase	Percent Increase
Graduate [1]				
In-state Graduate (full-time) –				
Tuition	$8,915	$8,915	$0	
Mandatory Technology Fee	58	58	0	
Mandatory Comprehensive Fee	3,370	3,436	66	
Total In-state Graduate	**$12,343**	**$12,409**	**$66**	**0.53%**
Out-of-State Graduate (full-time) –				
Tuition	$17,441	$17,441	$0	
Mandatory Capital Fee	447	447	0	
Mandatory Technology Fee	58	58	0	
Mandatory Comprehensive Fee	3,370	3,436	66	
Total Out-of-state Graduate	**$21,316**	**$21,382**	**$66**	**0.31%**
Differential Tuition & Fees				
RN to BSN In-State (per credit hour)				
Tuition	$0	$329	N/A	
Mandatory Technology Fee [2]	0	3	N/A	
Mandatory Program Fee	0	63	N/A	
Mandatory Online Program Fee [3]	0	25	N/A	
Total In-state Undergraduate RN to BSN	**$0**	**$420**	**N/A**	**N/A**
RN to BSN Out-of-State (per credit hour)				
Tuition	$0	$329	N/A	
Mandatory Technology Fee [2]	0	3	N/A	
Mandatory Program Fee	0	63	N/A	
Mandatory Online Program Fee [3]	0	25	N/A	
Total Out-of-state Undergraduate RN to BSN	**$0**	**$420**	**N/A**	**N/A**

[1] Full-time tuition and fee rates are based on 12-17 credit hours.

[2] For applicable differential tuition programs, students enrolled in 12 to 18 credit hours will be assessed up to the annualized rate of $1,718 per semester for the mandatory comprehensive fee, $29 per semester for the technology fee, and $223.50 per semester for the out-of-state capital fee.

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

	Approved 2019-20	Proposed 2020-21	Dollar Increase	Percent Increase
Master of Occupational Therapy (MOT) In-State (per credit hour)				
Tuition	$376	$376	$0	
Mandatory Technology Fee [2]	3	3	0	
Mandatory Program Fee	0	63	63	
Mandatory Comprehensive Fee [2]	140	143	3	
Total In-state Graduate MOT	**$519**	**$585**	**$66**	**12.62%**
Master of Occupational Therapy (MOT) Out-of-State (per credit hour)				
Tuition	$967	$587	($380)	
Mandatory Capital Fee [2]	19	19	0	
Mandatory Technology Fee [2]	3	3	0	
Mandatory Program Fee	0	63	63	
Mandatory Comprehensive Fee [2]	140	143	3	
Total Out-of-state Graduate MOT	**$1,129**	**$815**	**($314)**	**-27.84%**
Master of Fine Arts in Design Thinking In-State (per credit hour)				
Tuition	$744	$744	$0	
Mandatory Technology Fee [2]	3	3	0	
Mandatory Online Program Fee [3]	25	25	0	
Total In-state Graduate MFA	**$772**	**$772**	**$0**	**0.00%**
Master of Fine Arts in Design Thinking Out-of-State (per credit hour)				
Tuition	$744	$744	$0	
Mandatory Capital Fee [2]	19	19	0	
Mandatory Technology Fee [2]	3	3	0	
Mandatory Online Program Fee [3]	25	25	0	
Total Out-of-state Graduate MFA	**$791**	**$791**	**$0**	**0.00%**

[2] For applicable differential tuition programs, students enrolled in 12 to 18 credit hours will be assessed up to the annualized rate of $1,718 per semester for the mandatory comprehensive fee, $29 per semester for the technology fee, and $223.50 per semester for the out-of-state capital fee.

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

	Approved 2019-20	Proposed 2020-21	Dollar Increase	Percent Increase
Doctor of Nursing Practice (DNP) In-State (per credit hour)				
Tuition	$504	$504	$0	
Mandatory Technology Fee [2]	3	3	0	
Mandatory Online Program Fee [3]	25	25	0	
Total In-state Graduate DNP	**$532**	**$532**	0	**0.00%**
Doctor of Nursing Practice (DNP) Out-of-State (per credit hour)				
Tuition	$997	$997	$0	
Mandatory Capital Fee [2]	19	19	0	
Mandatory Technology Fee [2]	3	3	0	
Mandatory Online Program Fee [3]	25	25	0	
Total Out-of-state Graduate DNP	**$1,044**	**$1,044**	**$0**	**0.00%**
Doctor of Education (Ed.D.) In-State (per credit hour)				
Tuition	$371	$371	$0	
Program Fee	101	101	0	
Mandatory Technology Fee [2]	3	3	0	
Mandatory Online Program Fee [3]	25	25	0	
Total In-state Graduate Ed.D.	**$500**	**$500**	**$0**	**0.00%**
Doctor of Education (Ed.D.) Out-of-State (per credit hour)				
Tuition	$371	$371	$0	
Program Fee	101	101	0	
Mandatory Capital Fee [2]	19	19	0	
Mandatory Technology Fee [2]	3	3	0	
Mandatory Online Program Fee [3]	25	25	0	
Total Out-of-state Graduate Ed.D.	**$519**	**$519**	**$0**	**0.00%**

[2] For applicable differential tuition programs, students enrolled in 12 to 18 credit hours will be assessed up to the annualized rate of $1,718 per semester for the mandatory comprehensive fee, $29 per semester for the technology fee, and $223.50 per semester for the out-of-state capital fee.

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

	Approved 2019-20	Proposed 2020-21	Dollar Increase	Percent Increase
Competency-Based Education (CBE)				
Tuition (12-18 credit hours)	$6,000	$6,000	$0	0.00%
Tuition (3-4 credit hours)	0	$1,250	N/A	N/A
Part-time and Intersession[4] Rates				
Tuition				
Undergraduate				
In-state	$329	$329	$0	0.00%
Out-of-state	814	814	0	0.00%
In-state RN to BSN	0	329	N/A	N/A
Out-of-state RN to BSN	0	329	N/A	N/A
Graduate				
In-state	$371	$371	$0	0.00%
Out-of-state	726	726	0	0.00%
In-state MOT	376	376	0	0.00%
Out-of-state MOT	967	587	(380)	-39.33%
In-state MFA	744	744	0	0.00%
Out-of-state MFA	744	744	0	0.00%
In-state DNP	504	504	0	0.00%
Out-of-state DNP	997	997	0	0.00%
In-state Ed.D.	371	371	0	0.00%
Out-of-state Ed.D.	371	371	0	0.00%
Virginia Educator	284	284	0	0.00%
Other Mandatory Fees				
Technology Fee	$3	$3	$0	0.00%
Out-of-state Capital Fee	19	19	0	0.00%
Online Program Fee	25	25	0	0.00%
Comprehensive Fee	140	143	3	2.14%
RN to BSN Program Fee	0	63	N/A	N/A
MOT Program Fee	0	63	N/A	N/A

[4] Summer III only - Full-time academic year tuition and fee rates are charged based on 12-17 credit hours.

	Approved 2019-20	Proposed 2020-21	Dollar Increase	Percent Increase
Comprehensive Fee				
Mandatory Comprehensive Fee				
Athletics	$1,213	$1,269	$56	
Auxiliary Building/Facilities	265	265	0	
Auxiliary Support	232	237	5	
Debt Service	306	306	0	
Recreation	309	309	0	
Student Activities	148	148	0	
Student Health	353	353	0	
Student Services	97	97	0	
Student Union	305	305	0	
Transit	142	147	5	
Total Comprehensive Fee	**$3,370**	**$3,436**	**$66**	**1.96%**
Fall & Spring Annual Room Rates[5]				
Room				
Traditional Double	$4,770	$4,865	$95	1.99%
Standard Double - Phase I	5,387	5,495	108	2.00%
Standard Double - Phase II	5,548	5,659	111	2.00%
Traditional Single	6,963	7,102	139	2.00%
Standard Single - Phase I	7,663	7,816	153	2.00%
Standard Single - Phase II	7,893	8,051	158	2.00%
Standard - Super Suite	5,825	5,942	117	2.01%
Deluxe - Super Suite	6,208	6,332	124	2.00%
University Apartment – 1 bed	0	7,650	N/A	N/A
University Apartment – 2 bed	7,140	7,283	143	2.00%
University Apartment – 3 bed	6,780	6,916	136	2.01%
University Apartment – 4 bed	6,420	6,548	128	1.99%
University Apartment – 5 bed	6,060	6,181	121	2.00%

	Approved 2019-20	Proposed 2020-21	Dollar Increase	Percent Increase
University Apartment – 1 bed (incl. laundry)	7,860	8,017	157	2.00%
University Apartment – 2 bed (incl. laundry)	7,500	7,650	150	2.00%
University Apartment – 3 bed (incl. laundry)	7,140	7,283	143	2.00%
University Apartment – 4 bed (incl. laundry)	6,780	6,916	136	2.01%
University Apartment – 5 bed (incl. laundry)	6,420	6,548	128	1.99%

[5] Notes:

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

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

c) University Apartment rates are charged on a per student/per bed basis.

Fall & Spring Annual Board & Meal Plan Rates[6]

Residential Board Plan

Flex Plan	$4,225	$4,225	$0	0.00%
19 Meal Plan	4,356	4,356	0	0.00%
15 Meal Plan	4,237	4,237	0	0.00%
Apt Block	2,225	2,225	0	0.00%

Non-Residential Meal Plan (*optional*)

Flex Jr. Plan	$2,136	$2,136	$0	0.00%
65 Meal Plan	1,065	1,065	0	0.00%
90 Meal Plan	1,474	1,474	0	0.00%
5 Meal Plan	1,569	1,569	0	0.00%

[6] Notes:
   a) Summer rates are prorated on the approved annualized rate.
   b) Select board and meal plans may not be available each term.
   c) Flex and Flex Jr. Plans will be available for Fall Semester only on a prorated basis for students with spring 2020 balances.

	Approved 2019-20	Proposed 2020-21	Dollar Change	Percent Change
Radford University Carilion				
Undergraduate [7]				
In-state Undergraduate (full-time)				
Tuition	$7,922	$7,922	$0	
Health Sciences Fee	6,000	6,000	0	
Program Fee	9,795	7,400	(2,395)	
Mandatory Technology Fee[8]	470	470	0	
Total In-state Undergraduate	**$24,187**	**$21,792**	**($2,395)**	**-9.90%**
Out-of-state Undergraduate (full-time)				
Tuition	$7,922	$7,922	$0	
Health Sciences Fee	6,000	6,000	0	
Program Fee	9,795	9,795	0	
Mandatory Technology Fee[8]	470	470	0	
Total Out-of-state Undergraduate	**$24,187**	**$24,187**	**$0**	**0.00%**

[7] Full-time tuition and fee rates are based on 12-18 credit hours.
[8] The Technology Fee is a flat rate of $235 per semester ($85 summer) and no per credit hour equivalent is assigned.

	Approved 2019-20	Proposed 2020-21	Dollar Change	Percent Change
Part-Time and Intersession [8] [9] **(Per Credit Hour)**				
In-state Undergraduate (per credit hour)				
Tuition	$330	$329	($1)	
Health Sciences Fee	250	250	0	
Program Fee	185	309	124	
Total In-state Undergraduate	**$765**	**$888**	**$123**	**16.08%**
Out-of-state Undergraduate (per credit hour)				
Tuition	$330	$329	($1)	
Health Sciences Fee	250	250	0	
Program Fee	185	409	224	
Total Out-of-state Undergraduate	**$765**	**$988**	**$223**	**29.15%**

[8] The Technology Fee is a flat rate of $235 per semester ($85 summer) and no per credit hour equivalent is assigned.
[9] Summer III only - Full-time academic year tuition and fee rates are charged based on 12-18 credit hours.

	Approved 2019-20	Proposed 2020-21	Dollar Change	Percent Change
Graduate [8]				
In-state Graduate (per credit hour)				
Tuition	$371	$371	$0	
Health Sciences Fee	250	250	0	
Program Fee	174	174	0	
Total In-state Graduate	**$795**	**$795**	**$0**	**0.00%**
Out-of-state Graduate (per credit hour)				
Tuition	$371	$371	$0	
Health Sciences Fee	250	250	0	
Program Fee	174	174	0	
Total Out-of-state Graduate	**$795**	**$795**	**$0**	**0.00%**

[8] The Technology Fee a flat rate of $235 per semester ($85 summer) and no per credit hour equivalent is assigned.

	Approved 2019-20	Proposed 2020-21	Dollar Change	Percent Change
Differential (Per Credit Hour) Rates [8]				
Emergency Services, BS				
In-state Undergraduate (per credit hour)				
Tuition	$330	$329	($1)	
Program Fee	95	123	28	
Total In-state Emergency Service	**$425**	**$452**	**$27**	**6.35%**
Out-of-state Undergraduate (per credit hour)				
Tuition	$330	$329	($1)	
Program Fee	95	123	28	
Total Out-of-state Emergency Service	**$425**	**$452**	**$27**	**6.35%**

[8] The Technology Fee is a flat rate of $235 per semester ($85 summer) and no per credit hour equivalent is assigned.

	Approved 2019-20	Proposed 2020-21	Dollar Change	Percent Change
Medical Laboratory Science, BS				
In-state Undergraduate (per credit hour)				
Tuition	$330	$329	($1)	
Program Fee	95	123	28	
Total In-state Medical Laboratory Science	**$425**	**$452**	**$27**	**6.35%**
Out-of-state Undergraduate (per credit hour)				
Tuition	$330	$329	($1)	
Program Fee	95	123	28	
Total Out-of-state Medical Laboratory Science	**$425**	**$452**	**$27**	**6.35%**
Nursing, RN-to-BSN				
In-state Undergraduate (per credit hour)				
Tuition	$330	$329	($1)	
Program Fee	20	71	51	
Total In-state Nursing, RN-BSN	**$350**	**$400**	**$50**	**14.29%**
Out-of-state Undergraduate (per credit hour)				
Tuition	$330	$329	($1)	
Program Fee	20	71	51	
Total Out-of-state Nursing, RN-BSN	**$350**	**$400**	**$50**	**14.29%**

[8] The Technology Fee is a flat rate of $235 per semester ($85 summer) and no per credit hour equivalent is assigned.

	Approved 2019-20	Proposed 2020-21	Dollar Change	Percent Change
Healthcare Administration, BS				
In-state Undergraduate (per credit hour)				
Tuition	$0	$329	N/A	
Program Fee	0	101	N/A	
Total In-state Healthcare Administration	**$0**	**$430**	**N/A**	**N/A**
Out-of-state Undergraduate (per credit hour)				
Tuition	$0	$329	N/A	
Program Fee	0	101	N/A	
Total Out-of-state Healthcare Administration	**$0**	**$430**	**N/A**	**N/A**
Public Health, BS				
In-state Undergraduate (per credit hour)				
Tuition	$0	$329	N/A	
Program Fee	0	101	N/A	
Total In-state Public Health	**$0**	**$430**	**N/A**	**N/A**
Out-of-state Undergraduate (per credit hour)				
Tuition	$0	$329	N/A	
Program Fee	0	101	N/A	
Total Out-of-state Public Health	**$0**	**$430**	**N/A**	**N/A**

[8] The Technology Fee is a flat rate of $235 per semester ($85 summer) and no per credit hour equivalent is assigned.

	Approved 2019-20	Proposed 2020-21	Dollar Change	Percent Change
Healthcare Administration, MS				
In-state Graduate (per credit hour)				
Tuition	$0	$371	N/A	
Program Fee	0	220	N/A	
Total In-state Healthcare Administration	**$0**	**$591**	**N/A**	**N/A**
Out-of-state Graduate (per credit hour)				
Tuition	$0	$371	N/A	
Program Fee	0	220	N/A	
Total Out-of-state Healthcare Administration	**$0**	**$591**	**N/A**	**N/A**
Health Sciences, MS				
In-state Graduate (per credit hour)				
Tuition	$0	$371	N/A	
Program Fee	0	220	N/A	
Total In-state Health Sciences	**$0**	**$591**	**N/A**	**N/A**
Out-of-state Graduate (per credit hour)				
Tuition	$0	$371	N/A	
Program Fee	0	220	N/A	
Total Out-of-state Health Sciences	**$0**	**$591**	**N/A**	**N/A**

[8] The Technology Fee is a flat rate of $235 per semester ($85 summer) and no per credit hour equivalent is assigned.

	Approved 2019-20	Proposed 2020-21	Dollar Change	Percent Change
Master of Occupational Therapy, MOT				
In-state Graduate (per credit hour)				
Tuition	$0	$376	N/A	
Program Fee	0	189	N/A	
Total In-state MOT	**$0**	**$565**	**N/A**	**N/A**
Out-of-state Graduate (per credit hour)				
Tuition	$0	$587	N/A	
Program Fee	0	208	N/A	
Total Out-of-state MOT	**$0**	**$795**	**N/A**	**N/A**
Doctor of Occupational Therapy (OTD)				
In-state Graduate (per credit hour)				
Tuition	$0	$376	N/A	
Program Fee	0	189	N/A	
Total In-state OTD	**$0**	**$565**	**N/A**	**N/A**
Out-of-state Graduate (per credit hour)				
Tuition	$0	$587	N/A	
Program Fee	0	208	N/A	
Total Out-of-state OTD	**$0**	**$795**	**N/A**	**N/A**

[8] The Technology Fee is a flat rate of $235 per semester ($85 summer) and no per credit hour equivalent is assigned.

	Approved 2019-20	Proposed 2020-21	Dollar Change	Percent Change
Doctor of Physical Therapy (DPT)				
In-state Graduate (per credit hour)				
Tuition	$480	$371	($109)	
Program Fee	0	232	232	
Mandatory Technology Fee [2]	3	0	(3)	
Mandatory Comprehensive Fee [2]	140	0	(140)	
Total In-state Doctor of Physical Therapy	**$623**	**$603**	**($20)**	**-3.21%**
Out-of-state Graduate (per credit hour)				
Tuition	$966	$876	($90)	
Program Fee	0	232	232	
Mandatory Capital Fee [2]	19	0	(19)	
Mandatory Technology Fee [2]	3	0	(3)	
Mandatory Comprehensive Fee [2]	140	0	(140)	
Total Out-of-state Doctor of Physical Therapy	**$1,128**	**$1,108**	**($20)**	**-1.77%**

[8] The Technology Fee is a flat rate of $235 per semester ($85 summer) and no per credit hour equivalent is assigned.

Residential Room Rates				
Standard Room – Fall & Spring	$5,870	$5,870	0	0.00%
Standard Room – Summer	1,500	1,500	0	0.00%

June 2020 Meeting Reports

RADFORD UNIVERSITY

Board of Visitors

Student Representative Report
Radford University Board of Visitors
June 2020

Mr. Rector, Members of the Board, President Hemphill, students, faculty and staff, I am glad to be writing to you this today. My report is as follows:

1. Overview of 2019-2020 Student Representative to the Board of Visitors Goals
2. University's Response to COVID-19
3. Until Next Time

1. **Overview of 2019-2020 Student Representative to the Board of Visitors Goals**

   A. Community Building/ Bridging the Gap

   Throughout the year, the University hosted a 3-series dinner, *Guess Who's Coming to Dinner*, which its conversation was focused on race. The dinner series is in response to Governor Northman's call to colleges and universities around the Commonwealth to talk about race; more importantly to commemorate the 400th year anniversary of the settlement of Jamestown. The dinners were facilitated by the Center for Diversity and Inclusion and the Division of Student Affairs. The dinners were moderated by Renowned Chef Tunde Wey and Inclusion and Diversity Learning Specialist Kimberley McLaughlin-Smith. Throughout the series, we hosted over 100 students, faculty, and staff from different ethnicities. The conversations about race are still going on; this series of conversations is just the catalyst for change. I would also like to thank the Chartwells Catering staff for preparing our delicious meals.

   B. Increase Student Attendance at Athletic Events

   Our student-athletes love it when we cheer them on when they are on the court, field, and track. I believe over the course of the academic year the attendance at sporting events increased. Due to COVID-19, we were not able to cheer on our spring fellow Highlanders at our home arenas and stadiums. I do believe that we can improve on strategies to enhance ones already in place to increase the student attendance.

   C. Increase Highlander Spirit

   I am proud to say that the Highlander Spirit has gone through the roof! At the beginning of my term, I introduced the Highlander Believers Committee (HBC), an ad-hoc committee comprised of student leaders from all different walks of life and backgrounds. The HBC has been able to pinpoint some areas or attributes of Radford that makes us so proud to proclaim that we are Highlanders to include: opportunities to grow as a leader and as an individual, community, comradery, and outstanding student-professor relationship. Amid COVID-19, our Highlanders have found a deeper connection to the university than ever before. Our graduating class of 2020 are proud to call themselves graduates of Radford University.

2. **University's Response to COVID-19**

   I would first like to thank President Hemphill and his leadership team on how they are still responding to the unknowns of COVID-19. But I am not shocked by this response, because Radford University did what Radford University always does, put students first. This pandemic has shown our campus community on how responsive, real, and resilient Highlanders really are. Although this was and still is an unprecedented event, Highlanders still rose to the challenge to finish their spring semester 100% virtually. This was tough but Highlanders are resilient! I would like to thank Dr. Scartelli, Interim Vice President for Academic Affairs and Provost and his team for the great measures that were taken to

ensure that all our classes here at main campus and RUC were transitioned to an online platform. Also, I would like to thank Dr. Trageser, Vice President for Student Affairs, and her team for conducting a seamless transition to online engagement and most importantly the move-out of Highlanders. Last but most definitely not least, to my fellow classmates I say thank you. Thank you for enduring the pivotal changes that this pandemic has brought about. Thank you for being open-minded and not giving up when you felt like you could not keep going. Thank you for being Highlanders: Responsive, Real, and Resilient!

3. **Until Next Time**
As my term as the Student Representative to the Board of Visitors comes to an end, I would like to say thank you. Thank you to immediate past Rector Lawrence and the 2018-2019 Board of Visitors for believing in the vision of a young man from Norfolk, VA that hoped to bring change to a place he calls home. To the current board members, thank you. Thank you for the laughs, meaningful conversations, and the undeniable authenticity of ourselves. Many of you do not know how grateful I am to have been in a position, where I am the youngest, black male that has a seat at the table where decisions about my future are being made. To Dr. Fowlkes, thank you for pushing me into even considering this position on the bus at Advocacy Day 2019. Dr. Hemphill, thank you for the conversations about being a leader in today's time and how to navigate through life. Dr. Trageser, thank you! Thank you for your continued support of my journey here at Radford. Lastly, to my fellow classmates and Highlanders, thank you! Thank you for allowing me to serve as your voice to the Board. Thank you for trusting me with your stories, tears, laughs, tough conversations, concerns, and thoughts. I hope that I have served you all well. Mr. Rector and President Hemphill, with your permission, I would like to continue my work with the Highlander Believers Committee and to further come up with strategies to continue ways to improve the Highlander experience.

Mr. Rector, this does conclude my report.

With Highlander Pride,
Breon D. Case
Radford University '21| Management Major
Black Leaders Attaining Careers, President
Board of Visitors, Student Representative 2019-2020
Brother of Kappa Alpha Psi Fraternity Inc.
Brother4Brother, Treasurer
National Pan-Hellenic Council, President 2019-2020
Student Admissions Representative
RU Tour Guide Program, Student Coordinator
Resident Assistant, Pocahontas Hall
STEAD Conference, CO-Chair

Academic Affairs Report
Radford University Board of Visitors
June 2020

Members of the Radford University Board of Visitors:

I wish to formally recognize and present all of the "front-line" colleague faculty and staff who were instrumental in working with the entire faculty to convert every face-to-face course at both Radford University and Radford University Carilion to an alternative delivery modality. This action was, of course, necessitated by the closing of the campuses during our spring break in response to the COVID-19 pandemic and recommendations from the Centers for Disease Control and Prevention and Virginia Department of Health. Our colleagues named on the following page marshalled their collective expertise and organized strategies that permitted necessary instruction and ongoing support for all faculty requiring assistance in the conversion from face-to-face instruction. Their expert collaboration and virtually around-the-clock work to prepare for the faculty instruction and support resulted in a successful reformatting of the entire spring class catalog! Without this support and exceptional devotion to the needs of our faculty and students, it would have been impossible to navigate and execute the second half of the spring semester. I must also add that our success would not have been possible without the partnership and expertise of the Division of Information Technology and the guidance provided by Vice President Danny Kemp and Associate Vice President Ed Oakes.

As such, I wish to share with the Board, the list of our colleagues and their office/department and personally express my gratitude for their extraordinary service. Of particular note, I must recognize Associate Provost of Academic Programs Jeanne Mekolichick, whose steadfast leadership and presence provided direction and facilitated communication among this team and to the university. Additionally, I must note the exceptional work of Executive Director of Faculty Development Heather Keith, Director of Center for Innovative Teaching and Leadership Charley Cosmato, Director of Harvey Knowledge Center Jessica Beckett, IT Support Specialist and Trainer Connie Leathers and Academic Technology Specialist Judy Hurst for devoted leadership of their respective centers so critical to this successful effort.

Thank you for permitting me to express my gratitude for these outstanding colleagues!

Joseph P. Scartelli, Ph.D.
Interim Provost

Faculty and Staff Responsible for Converting Classes to Online Format

Name	Title	Office/Department
Andrea Sharpe-Robinson	Director	Center for Accessibility Services
Jerome Thomas	Coordinator of Deaf and Hard of Hearing Services	Center for Accessibility Services
Kelly Woodward	Coordinator of Accessible Materials and Adaptive Technology	Center for Accessibility Services
Charley Cosmato	Director and Instructor	Center for Innovative Teaching and Learning
John Hildreth	Associate Director and Instructor	Center for Innovative Teaching and Learning
Tom Snediker	Instructional Designer and Learning Architect	Center for Innovative Teaching and Learning
Merrie Winfrey, J.D.	Instructional Designer and Learning Architect	Center for Innovative Teaching and Learning
Samantha Blevins, Ph.D.	Instructional Designer and Learning Architect	Center for Innovative Teaching and Learning
Traci Nelson	Administrative Assistant and Office Manager	Center for Innovative Teaching and Learning/Faculty Development
Heather Keith, Ph.D.	Executive Director	Center for Innovative Teaching and Learning/Faculty Development
Lisa McDaniel	Director of Technology Support Services	Technology Support Services
Judy Hurst	Academic Technology Specialist	Technology Support Services
Connie Leathers	IT Support Specialist and Trainer	Technology Support Services
Don Hall	Video Technology Manager	Technology Support Services
David Halpin	Instructional Designer/Technology Trainer	RUC-Information Technology
Jessica Beckett, Ph.D.	Director	Harvey Knowledge Center
Alyssa Archer	Instruction Librarian	McConnell Library
Jennifer Whicker	Library Instruction Coordinator	McConnell Library
Karen Berry	Instruction Librarian	McConnell Library
Lisa Dinkle	Instruction Librarian	McConnell Library
Lisa Vassady	Instruction Librarian	McConnell Library

RADFORD UNIVERSITY BOARD OF VISITORS
ACADEMIC AFFAIRS REPORT
INFORMATION ITEM

2020-2021 PROMOTIONS WITH SALARY INCREMENTS
June 12, 2020

The following Teaching and Research faculty members have been recommended for promotion by their respective Department Promotion Committees, Department Chairs, and College Deans and approved by the Provost and President.

ARTIS COLLEGE OF SCIENCE AND TECHNOLOGY

Name	Proposed Rank	Department
John G. Kell	Senior Instructor	Department of Biology
Sarah B. Redmond	Associate Professor	Department of Biology
George N. Harakas	Associate Professor	Department of Chemistry
Sarah A. Kennedy	Associate Professor	Department of Chemistry
Anna S. Brenneman	Senior Instructor	Department of Information Technology
Andrea R. Kirtner	Senior Instructor	Department of Mathematics and Statistics
Laura Moss	Assistant Professor	Department of Mathematics and Statistics

COLLEGE OF EDUCATION AND HUMAN DEVELOPMENT

Name	Proposed Rank	Department
Lauren Sheli Ermann	Associate Professor	Department of Counselor Education
Eugene Kevin Ayers	Professor	Department of Health and Human Performance
Michael B. Moore	Professor	Department of Health and Human Performance
Stephen Douglas Shelton	Senior Instructor	Department of Health and Human Performance
Darryl L. Corey	Professor	School of Teacher Education and Leadership
Roofia Galeshi	Associate Professor	School of Teacher Education and Leadership
Melissa W. Lisanti	Associate Professor	School of Teacher Education and Leadership

COLLEGE OF HUMANITIES AND BEHAVIORAL SCIENCE

Name	Proposed Rank	Department
John G. Ryder	Senior Instructor	Department of History
Roberto G. Santos	Associate Professor	Department of Criminal Justice
Margaret Catherine Pate	Associate Professor	Department of Criminal Justice
Riane Miller Bolin	Associate Professor	Department of Criminal Justice
Amanda Kellogg	Associate Professor	Department of English

Caridad Rita Martin	Professor	Department of Foreign Language
Paul B. Thomas	Professor	Department of Philosophy and Religion
Benjamin Biermeier-Hanson	Associate Professor	Department of Psychology
Samuel R. Jennings	Associate Professor	School of Communication
Carolyn "Lyn" Lepre	Professor	School of Communication
Joseph P. Staniunas	Senior Instructor	School of Communication
Shuo Yao	Professor	School of Communication

COLLEGE OF VISUAL AND PERFORMING ARTS

Name	Proposed Rank	Department
Brent Webb	Associate Professor	Department of Art
Jennifer S. McDonel	Associate Professor	Department of Music

WALDRON COLLEGE OF HEALTH AND HUMAN SERVICES

Name	Proposed Rank	Department
Terri B. Shelor	Senior Instructor	Department of Communication Sciences and Disorders
Rebecca D. Epperly	Senior Instructor	Department of Communication Sciences and Disorders
Adrian Aron	Professor	Department of Physical Therapy
Katie Snider Redden Katz	Associate Professor	School of Nursing
Matthias J. Naleppa	Professor	School of Social Work

McCONNELL LIBRARY

Name	Proposed Rank	Department
Eric G. Ackermann	Professor	McConnell Library
Alison M. Armstrong	Associate Professor	McConnell Library
Lisa Anne Dinkle	Assistant Professor	McConnell Library

It has been the practice of Radford University to recognize faculty promotions at the beginning of the next academic year with a salary adjustment according to rank. The following increments are noted for 2020-2021 academic year.

Promotion to Senior Instructor	$1,500
Promotion to Assistant Professor	$3,500
Promotion to Associate Professor	$5,500
Promotion to Professor	$8,000

RADFORD UNIVERSITY BOARD OF VISITORS
ACADEMIC AFFAIRS REPORT
INFORMATION ITEM

EMERITUS FACULTY
June 12, 2020

Based on recommendations from the Department Personnel Committee, the Department Chair, the College Dean, and the Provost, President Hemphill has awarded emeritus status to the following retired faculty members:

Professor Lynn Zoch	School of Communication
Professor Debora Schneller	School of Social Work
Professor Gary Cote	Department of Biology
Professor Carl Lefko	Department of Theatre
Professor Monica Weinzapfel	Department of Theatre
Professor Isaac Van Patten	Department of Criminal Justice
Professor Jeffrey Chase	Department of Psychology
Professor Mary Ferrari	Department of History
Professor Prahlad Kasturi	Department of Economics
Professor Nozar Hashemzadeh	Department of Economics
Professor Richard Roth	Department of Geospatial Science
Professor Jack Call	Department of Criminal Justice
Professor Hooshang Beheshti	Department of Management
Professor Helen Roybark	Department of Accounting, Finance and Business Law
Professor Clarence Rose	Department of Accounting, Finance and Business Law

Criteria for the awarding of emeritus faculty status are:
- o A minimum of ten years of service to Radford University;
- o Evidence of effective teaching; and
- o Significant professional contributions

The privileges and responsibilities attached to emeritus status include:
- o Use of the library;
- o Use of those athletic facilities available to regular faculty;
- o Use of a university computer account;
- o A Radford University identification card and special event discounts available with it; and
- o Attendance at University functions that are open to all regular faculty.

RADFORD UNIVERSITY BOARD OF VISITORS
ACADEMIC AFFAIRS REPORT
INFORMATION ITEM

TENURE CLOCK EXTENSION
June 12, 2020

Given the significant disruption created by the COVID-19 crisis for our campus, we acknowledge that faculty working to build a tenurable academic record, have likely experienced obstacles to those efforts. As such, the Academic Affairs Leadership, with the support of President Hemphill is offering an extension to the "tenure clock" of <u>one year</u> for all faculty at any stage of their work to achieve tenure. This extension is automatically being granted to all pre-tenure faculty. If anyone wishes, she/he may "opt out" of the extension by submitting the attached form indicating their preference to remain on their current track and timeline. The letter of explanation and accompanying "opt out" form is provided for your information.

MEMORANDUM

TO: Radford University Faculty in Tenure the Track

FROM: Dr. Joseph P. Scartelli, Interim Provost and Vice President for Academic Affairs

RE: Tenure Option

DATE: April 15, 2020

Given the significant disruptions to the academic routine created by the COVID-19 pandemic during the Spring 2020 semester, an option is being made available to faculty currently in tenure and/or promotion tracks.   All faculty have been subjected to unforeseen barriers to teaching effectiveness, planned or ongoing scholarship activities, and professional obligations resulting from extreme curtailments imposed by health and governmental officials.

In recognition of these issues, all faculty members who are in tenure the track are granted a one-year extension to their tenure "clock." Accepting the extension will have no bearing on the review and does not signal an expectation of additional work. This extension applies to all faculty without regard to previous tenure extension agreements. This proposed "Option-out" offer recognizes that not all faculty will want to accept the one-year extension. In that case, those individuals can elect to proceed with their tenure review according to their original schedule.

Faculty who were preparing to apply for tenure **in** academic year 2020-2021 who wish to 'opt out' of this extension must notify their department chair or director by September 11, 2020.

Faculty who are preparing to apply for tenure **after** academic year 2020-2021 must notify their department chair or school director of their decision to 'opt out' of the one-year extension by April 30, 2021.

Please complete the attached form and submit to your department chair/school director by the due date above that applies to your tenure calendar status. If you have any questions, please contact your college dean or the Provost's Office.

Thank you for your continued service and extraordinary efforts in response to the conditions presented by the COVID-19 pandemic!

RADFORD UNIVERSITY

COVID-19 TENURE CLOCK ADJUSTMENT REQUEST

Faculty who were preparing to apply for tenure **in** academic year 2020-2021 who wish to *'option out'* of this extension must notify their department chair or director <u>by September 11, 2020</u>.

Faculty who are preparing to apply for tenure **after** academic year 2020-2021 must notify their department chair or director of their decision to *'option out'* of the one-year extension <u>by April 30, 2021.</u>

First Name   Last Name   RU ID #

Department   College

*I have explored the option of a one-year extension to be applied to my original tenure year and **choose to decline** the option and retain my original application dates.*

Faculty Signature   Date

Department Chair/School Director Signature   Date

College Dean Signature   Date

Copies to be retained in Provost Office, Department Chair Office, Department Personnel Committee, Faculty Insight

Faculty Representative Report
Radford University Board of Visitors
June 2020

Dear Board Members,

I truly regret that we will not be able to meet in person for my final report to you as the faculty representative. In this letter I'll do my best to report the most significant highlights of the last several months. I have to take a moment to express my gratitude and respect for the Radford University community in the face of the COVID-19 pandemic. I have never seen a response like it; at all levels and in every division, this University sprung into action to support our students under the most difficult circumstances. It has been a very eventful few months, and I want to share that I think it brought out the best in so many of us.

Ongoing Development of the REAL Curriculum

Prior to the emergence of the COVID-19 pandemic, much of our work in the Faculty Senate in spring was focused on our continued implementation of the REAL Curriculum. Without going into fine detail, I'll simply say that motions were passed on a range of issues related to REAL, including how courses are designated with REAL learning areas, how REAL courses be designated for use in meeting SACSCOC General Education Guidelines, development of assessment instruments to support the REAL Curriculum, and the structure of REAL studies minors.

The faculty are grateful for financial support from the Office of the Provost to support the ongoing curriculum work of the REAL Council (our internal governance committee handling curriculum proposals). We are very pleased with the progress in curriculum development so far, and the REAL Council will have their hands full this summer. To date, the REAL Council has received:

* REAL designation proposals from 19 academic departments;
* 349 course proposals submitted for REAL designations;
* 58 major/minor/certificate proposals submitted for REAL designations.

This constitutes a great deal of progress in the REAL initiative, and we remain optimistic that this work will keep us on track for a full launch of the REAL Curriculum in Fall 2021. Thanks again to the Board of Visitors, the Office of the Provost, and the Office of the President for their ongoing support of this initiative!

Other Motions in the Faculty Senate

A significant number of Faculty Senate motions were passed during spring, on a wide range of topics. Many of these motions are still being considered along appropriate approval pathways, but topics include:

* Approval of an undergraduate research scholar designation;
* Approval of major revisions to the Faculty Morale Survey;
* Approval of recommended changes to the Student Evaluation of Faculty;
* Approval of minors in Health Humanities, Religious Cultural Literacy for Health Professions, and Education.

Following the emergence of the COVID-19 pandemic, we were pleased to work with the Office of the Provost and the Academic Affairs Leadership Team to recommend a variety of actions to support our faculty and students during the unprecedented shift to distance education. Faculty Senate Executive Council and the Faculty Senate contributed to policies to address students on interrupted clinical and internship placements, optional suspension of the tenure clock, introduction of credit/no credit grading policy, modification of the academic suspension policy and repeat policies, to name just a few.

One important motion passed by the Faculty Senate is Motion 19-20.27, which calls for modification of the T&R Faculty Handbook. The only modification called for in this motion is to set the due date for faculty to submit the Faculty Annual Report (FAR) by August 15 (instead of August 22). This motion came to the Faculty Senate via our Faculty Issues Committee, who was asked to address this issue by the Council of Chairs. Although the chairs asked for a new due date of August 10, many senators felt that was too early in the contract cycle. The proposed date of August 15 is a compromise that recognizes that many chairs and directors have difficulty evaluating the volume of FAR's in the time allowed.

Introduction of Our New Faculty Senate President
Our last Faculty Senate meeting of the year also saw the election of new officers to the Faculty Senate Executive Council (FSEC):

President:	Dr. Katie Hilden-Clouse
Vice President:	Dr. Vernard Harrington
Secretary:	Dr. Tim Channell
At-Large FSEC:	Dr. Katie Katz
At-Large FSEC:	Dr. Matthew Close

I'm grateful to all of these colleagues for their spirit of service. Faculty leadership is in very good hands moving forward. I especially feel honored to congratulate and introduce to you all Dr. Katie Hilden-Clouse, Professor in the School of Teacher Education and Leadership. I've known Dr. Hilden-Clouse since 2007, when we both joined the Radford University faculty. In recent years, she has been a true leader in the Faculty Senate, where she has served as Chair of the Governance Committee for several years, Vice President of the Senate in 2017-2018, and At-Large Member of Faculty Senate Executive Council in 2018-2019. Dr. Hilden-Clouse has also played a critical leadership role in the reform of general education and the design and implementation of the REAL Curriculum. In my time working with Katie, I have come to know her very well as staunch advocate for students and faculty, and as a fair-minded and hardworking colleague. I know that members of the Board of Visitors will have a great partner and faculty representative.

My last item of business is simply to offer every member of the Board of Visitors with whom I have served, a heartfelt thank you. Three years ago I won an election among my colleagues without a clear idea exactly what I was getting myself in to. Board members immediately made me feel like a welcome part of the team. Special thanks to Rector Bob Archer and former Rector Mark Lawrence, who always go that extra step to make myself and our student representative feel included. Thank you all for your leadership and your commitment to Radford University. Thank you all for your commitment to our students, which has been apparent in every conversation I've shared with you. And thank you for your support and respect for the dedicated faculty that I've had the honor to represent here. These last three years have truly been a highlight of my career. And finally, I must wish our newly reappointed members of the Board of Visitors my congratulations!

This concludes my final report to the Radford University Board of Visitors.

Best Regards,

Jake R. Fox

Information Technology Report
Radford University Board of Visitors
June 2020

Highlights of Major Accomplishments
January 23, 2020 – May 15, 2020

RUC Transition Phase II
- Academic and Administrative Systems
  - Collaborated with Carilion IT to remove old email accounts and maintain financial aid data for a period of five years.
  - Data continues to be migrated from PowerCampus, Starfish, Activity Insight, and TK20.
  - Determined options for migrating student portfolios to Portfolium.
- Computers, Classrooms and AV
  - Worked with faculty to determine their computer needs so replacement devices could be ordered.
- User Support and Training
  - Created a series of 12 D2L workshops for RUC faculty/staff to prepare them to migrate courses from Blackboard to D2L. 35 faculty attended.
- RUC Process Improvement Workgroup
  - Created a series of key reports to inform Enrollment Management and programmatic decisions.
  - Conducted training for leaders on the reporting process and data approvals.
  - Orientation – Updated student portal coding so RUC students received the correct orientation information and created an orientation landing page with searchable keywords.
    - One week after landing page went live, RUC orientation registration grew from 16 to 45 students.
  - RUC Registrar's Office worked closely with the Nursing Department to reduce the number of issues students encountered during registration.

COVID-19 Support (RUC)
- Conducted six faculty workshops "Getting Online Fast" to assist faculty with converting courses for online delivery. 39 faulty attended.
- Created a central repository of resources and links to assist faculty with moving to online learning.
- Reimaged and distributed 14 laptops to RUC employees for teleworking.
- Three RUC IT technicians were trained to provide remote help desk support.

COVID-19 Support (Main Campus)
- Assisted with creating technology resources including knowledge base articles, web pages and quick start guides to support the transition of teaching and learning online as well and teleworking. This includes collaboration with other departments on www.radford.edu/keep-learning, www.radford.edu/keep-teaching and www.radford.edu/keep-working.
- Assisted Faculty Development Center and CITIL with the "Rodeo" event on March 16, 17 and 18 to provide faculty with assistance on transitioning to online learning.
- Deployed 112 laptops to faculty and staff so they would have the ability to telework.
- Integrated the Zoom recording feature with Kaltura's video storage platform allowing for a streamlined process for faculty to easily link Zoom recordings to their courses in the Desire 2 Learn learning management system.

- Developed documentation and video tutorials to support the enhanced use of Zoom. (www.radford.edu/zoom)
- Provided nine online training sessions for Zoom to faculty preparing for alternate class formats and one in person training session for Academic Advisors.
- Established a new virtual computer lab environment with single sign-on and two factor authentication using Amazon Web Services and AppStream 2.0 allowing a scalable environment to support the use of SPSS, Maple, AutoCad, GIS and other applications typically only available in campus computer labs.
- Upgraded the campus phone system with additional SIP trunk lines to accommodate a larger volume of traffic for those areas that need to forward their phone line to another number.
- Implemented the Jabber smartphone and desktop application allowing staff and faculty to answer and place calls from their University phone lines when off campus teleworking.
- Setup laptops with appropriate software to allow offices with telephone queues to answer these lines remotely.
- Preloaded all faculty accounts into Zoom in preparation for Radford University's alternate class format.
- Created a Tele-health group with enhanced security in Zoom for the Student Counseling Center for the delivery of remote counseling services.
- Deposit waiver process built.
- Course grade mode change process built.
- Created a new student email directory allowing faculty and staff to easily lookup student email addresses.
- Created a new database view to populate the parents email ListServ.
- Provide multiple communications to the campus community with updated information on technology.

Identity Services
- Completed the quarterly eVA user security access review.
- Completed annual audit with Auditor of Public Accounts with no issues reported.

Zoom Video Conferencing
- 28,644 meetings using Zoom web conferencing technology were conducted between January 23 and May 15 with 176,572 participants (1,948 meetings were prior to RU's announcement regarding an alternate format).
- International participation in Zoom Meetings - nine locations outside of the Continental US: Azerbaijan, Brazil, Canada, China, England, Mexico, Puerto Rico, Spain, and Vietnam.
- Newly registered 7,900 zoom accounts.
- Worked with Zoom to identify potential problems with cloud recordings due to extraordinary demand.

Classroom and Audio Video Upgrades
- Installed conference room equipment at Selu Conservancy retreat/meeting center.
- Installed a TV in the Martin Hall 3rd floor conference room.
- Planned and placed equipment orders for summer 2020 classroom upgrades.
- Assisted Geology in setting up/calibrating 3D printers in the new maker space in Reed Hall.
- Added Zoom capability to Waldron 240, 257, and 25 and Russell 427.
- Incorporated the Zoom module in all classroom control panel programming.
- Updated classroom control software to the current standard in Kyle Hall 121,123, 139, 151, 156, 165, 167,201, 204, 213, 275, 301, 340.

Audio Video
- AV events supported: 29, including "Fitness Expo," a three-day conference for personal trainers.
- WVRU Radio Transmitter tower light replaced with new light and controller.
- Supported 20 RU men's basketball broadcasts.

Project Management Support
- Project management support was provided to all Directors and Managers leading strategic or large operational projects.
- Initiated a new project to replace the MyRU portal with OneCampus . A kickoff meeting with the vendor, project planning and training were completed in March to begin the implementation with a rollout slated for this summer.
- Initiated a new project to replace the non-emergency texting system, Mongoose with Signal Vine. A kickoff meeting with the vendor and project planning began in March with a rollout slated to begin in June.
- Added new projects in Zoho Projects for Electronic I9 System Implementation, Campus Digital Signage Upgrade, Consolidated Student Success Portal, Tyler Norwood Renovation, Young Hall Academic Success Center Renovations, Annual Classroom Technology Upgrades – 2020, Non-Emergency Text Messaging Replacement.

Enterprise Systems
- Degree Works
  - Degree Works Phase 1 upgrade completed.
- StarRez
  - StarRez integration testing for Fall 2020 was completed.
  - StarRez processes built for billing, room access and meal plans.
- NRB2RU
  - Configuration of Banner and new extracts created for New River Bridge student offers were completed.
- Banner Payroll
  - Banner Payroll project kickoff was in March.
  - Banner 9 HR self-service is in testing.
- RUC
  - Created academic history general person records in Banner.
  - Conversion of academic history student records is in testing.
  - Started data migration for RUC Starfish tenant to RU tenant.
  - Completed data migration of RUC Activity Insight to RU Activity Insight.
  - Built RUC Admissions reporting.

Infrastructure Services
- Upgraded the VPN software to the latest version and updated configuration settings to enhance security.
- Rerouted fiber optic connections for the campus Cable-TV systems to prepare for removal of modular units.
- Initial planning for the network changes necessary to support the Academic Success Center in Young Hall has been completed.
- Installed VMWare 7 software updates to the campus VMWare server infrastructure.
- Updated the F5 load balancers to the latest version.

- Upgraded the telephone billing system consolidating three servers into one - reducing the resources needed for operation.

Technology Support Services Statistics

- Processed 4,835 support requests between January 23 and May 15.
- 27 technology training workshops were offered providing faculty and staff with opportunities to enhance their technical skills. 267 participants attended these training sessions.

Printing Services

- Processed:
  - 70,000 postcards
  - 10,250 long-sheet folding admitted student brochures with 5,000 9x12 envelopes (5250 Admissions/5000 Financial Aid)
  - Master Plan (updated) Perfect Bound books
- Continued optimizing paper storage and equipment locations at the new 219 Main Street printing location

Amazon Web Services Training

- Staff from the systems administration, network services and IT security teams attended a three-day on-site workshop on architecting in Amazon Web Services.

Amazon Web Services Virtual Desktops

- In response to the need to provide virtual desktops and labs to students learning from home, the IT Security team worked with the DoIT Infrastructure team to architect a scalable network for virtual desktop sessions in Amazon Web Services.
- IT Security also integrated these virtual desktops into Radford University's single sign-on system with multifactor authentication.

Faculty Phishing Awareness

- The IT Security team created a fake phishing campaign targeting faculty and staff to raise awareness of phishing tactics. Using an email that appeared to come from Human Resources, recipients were encouraged to click a link to login and view a document. Once the link was clicked, the recipient was taken to an educational page on the IT Security website: https://www.radford.edu/content/it-security/home/phishing.html.
  - The email was sent to 2006 faculty and staff. 954 clicked the link and approximately 75 reported it to IT Security. This produced a 47.6% click-rate.
  - Plan to continue phishing campaigns into the future to reduce the click-rate and further educate faculty and staff on phishing schemes.

Disaster Recovery Plans and Documentation

- IT Security worked with multiple departments in DoIT to update disaster recovery plans for information systems; these plans will aid the disaster response team to quickly restore these systems by locating backups, configurations and contacts.
- DoIT also updated system security plans, outlining system contacts, authentication boundaries and other pertinent information to understand a system's purpose and how best to secure it.
- In the course of updating system documentation, DoIT updated system diagrams illustrating the components of systems and their interdependencies.
- In April, DoIT held the first of many Disaster Recovery tabletop exercises to walk through restoring functionality of failed systems.

RADFORD UNIVERSITY BOARD OF VISITORS
INFORMATION TECHNOLOGY
INFORMATION ITEM

NOTICE: RU IT Security Standard 5003s-01 Update

In April 2009, the Radford University Board of Visitors adopted VITA's IT Security standard to help achieve Level II operating authority. The Board also delegated authority to the President to adopt changes to RU's IT policies, standards and guidelines, provided that the Board is informed of any such changes at its next meeting.

In February 2011, Radford University developed and approved its own security standard, which was last updated in February 2019. Changes have now been identified to further strengthen our security environment and continue to reinforce our commitment to best practices. These changes include:

> Removed reference in Base Standards for VITA SEC501;
> An update to Section 5.3.2 to clarify account lockouts;
> An update to Section 6.3.2 to clarify management of encryption keys;
> An update to Section 8.5.2 to clarify requirement for digital signatures in email;
> Updates throughout the standard to clarify "sensitive data" references as Highly Sensitive and/or Protected Data; and,
> An update to the definition for sensitive systems to include the classification level of HIGH for confidentiality, integrity and availability of systems.

President Hemphill has reviewed and approved the changes. This notice is to inform the Radford University Board of Visitors of the changes that have been made to the IT Security Standard 5003s-01.

STUDENT-ATHLETE EXPERIENCE

The Radford University Athletic Department (RUAD) is aware and concerned about the Novel Coronavirus (COVID-19) and will make every attempt to help prevent its spread. RUAD will monitor the news and updates from the CDC and VDH daily for changes in status and/or information about the disease. RUAD will also follow CDC and VDH guidelines pertaining to the prevention of the spread of illness, when to suspect that someone may have the illness and treating the illness. RUAD will also be working closely with campus constituents from Executive Council, Emergency Preparedness, Student Health and the Dean of Students Office throughout this time. The RUAD will also be working with the VDH to provide guidance and monitoring of student-athletes and staff through initial screening and potential testing for COVID-19.

Radford University Sports Medicine Department Functions During Social Distancing

Zoom Staff Meetings (2x per week) to discuss student-athletes well-being, progressions and overall happenings amongst the student-athletes, University, NCAA, State, National and Global developments.

Student-Athlete Contacts: Each staff member is making sure to make contact with each of the student-athletes of their assigned teams/sports each week either through 1) wellness surveys, 2) Facetime or Zoom meetings, 3) phone calls, 4) text messages or any combination of these methods. Staff is making every attempt to make sure that the student-athletes and coaches are informed of what is going on and that they are adjusting to a life of on-line classes and social distancing. They are making special efforts for those SA's that are currently under care for an injury or post-surgery and continuing to assist them with their progressions.

Telehealth Consults:

> Athletic Trainers - Any meetings with student-athletes by the sports medicine staff are done through Zoom or FaceTime and the resulting notes are recorded in our Electronic Medical Record.

> Physicians - Physician consults are still being held through Zoom in conjunction with the appropriate athletic trainer and the resulting notes are recorded in our Electronic Medical Record.

> Nutrition and Mental Health Consults - Our registered dietician and sports counseling intern continue to have appointments with student-athletes via Zoom.

ACADEMIC EXCELLENCE

Following a record-breaking fall semester, Radford student-athletes continued their success in the classroom with another top-notch spring semester.

- 82% of our 257 student-athletes received a 3.0 GPA or higher
- 67% of our student-athletes recorded over a 3.4 GPA (Dean's List)
- 29% or 75 total student-athletes earned a perfect 4.0 GPA
- 16 of 16 athletic programs with a GPA over 3.0
- 14 of 16 athletic programs with a GPA over 3.4
- Women's Tennis and Women's Lacrosse had the highest team GPA of 3.8

Big South Conference All-Academic Team Members (Spring 2020)

- Straton Podaras (Baseball)
- Sidney Walker (Women's Golf)
- Nicholas Taliaferro (Men's Golf)
- Hunter Mundy (Softball) *
- Brittany Rinaldi (Women's Lacrosse) *
- Rodrigo Magalhaes (Men's Tennis)
- Anastasia Belyaeva (Women's Tennis)
- Kierra Henderson (Women's Outdoor Track & Field)

These individuals were also named the Big South Scholar-Athlete of the Year for their respected sport.

George A. Christenberry Award Winners

Brittany Rinaldi of the women's lacrosse team and Jacob Wilkinson of the men's soccer team have been award the Big South Conference's prestigious George A. Christenberry Award for Academic Excellence, the Big South's highest academic honor.

NCAA Academic Progress Report (APR) Awards

The Radford men's basketball, women's basketball and men's golf team were all recognized for their academic excellence, receiving Public Recognition Awards as standouts in the latest Academic Progress Report (APR).

These awards are given each year to teams with APR's in the top 10 percent of each sport, and the results are based on a four-year aggregate concluding with the 2018-19 academic year. The Highlanders were one of 51 programs that received the award.

COMPETITIVE EXCELLENCE

Men's Basketball 2019-20 Highlights

- Overall Record (21-11) Conference Record (15-3)
- 2019-20 Regular Season Champions
- Back-to-Back Regular Season Champions (2018-19 & 2019-20)
- Automatic bid to the 2020 National Invitation Tournament (NIT)
- #1 seed and host of the 2020 Big South Men's Basketball Championship
- Carlik Jones – Big South Player of the Year
- Mike Jones – Big South Coach of the Year
- Carlik Jones and Travis Fields Jr. named Big South First-Team All-Conference
- Chyree Walker named to the Big South All-Academic Team

Women's Basketball 2019-20 Highlights

- Overall Record (17-12) Conference Record (15-5)
- #2 seed and host of Pod B for the 2020 Big South Women's Basketball Championship
    - Tournament was canceled prior to starting due to COVID-19. Campbell University was named Big South Tournament Champions as the #1 seed of the tournament
    - Radford received the automatic bid to the WNIT
- 47-7 home record over the past four years
- Khiana Johnson named Big South First-Team All-Conference
- Sydney Nunley named Big South Second-Team All-Conference
- Jen Falconer named to the Big South All-Academic Team

Baseball

- Was 9-8 overall under new head coach Karl Kuhn
- Colby Higgerson and J.D. Mundy were the top two hitters in conference during this time
- J.D. Mundy led the conference in home runs (4), RBI's (19), total bases (43), and slugging percentage (.662)
- Straton Podaras was the Big South's best defensive catcher with a 39.1 stolen base percentage against him. Podaras also led all of Division I with 14 runners caught stealing, two more than any other catcher in the nation.

Softball

- Was currently 13-3 overall
- Team ranked fifth in the NCAA with 2.5 stolen bases per game and 24th in slugging percentage
- Highlanders ranked 14th in the NCAA in batting average (.331)
- Talia Douglas ranked 11th in the nation in runs per game (1.25) and 14th in on-base percentage
- Jessie Marvin tallied three shutouts ranking 20th in all of NCAA softball

Women's Golf

- Jayde Dudley was named the Big South Freshman of the Week five times, the most of any individual in the conference
- Carded four top-five team finishes during the 2019-20 season, including one runner-up finish
- Had five individual top-10 finishes this season

Men's Golf

- Peter Gasperini earned Big South Golfer of the Week honors after a top-three finish at the VCU Invitational
- Patrick Gareiss was named Big South Freshman of the Week for his performance at the Pinehurst Intercollegiate
- Carded three top-five finishes during the 2019-20 season

Women's Lacrosse

- Katie Bendrick ranked 41st nationally for draw controls per game and first in the Big South

Men's Tennis

- Was currently 10-1 overall, which was the best record in conference and tied for the best start to a season in school history
- Demi Taramonlis was voted Rookie of the Year for the Atlantic Region by the Intercollegiate Tennis Association (ITA) after posting an 8-1 record on flight one for singles and a perfect 8-0 record on flight one for doubles. He is the first Highlander to ever receive this award.
- Demi Taramonlis (flight one), Rodrigo Magalhaes (flight four), Konstantinos Raptis (flight five) and Matko Varga (flight six) all had the best record at their respective courts in the Big South

Women's Tennis

- Was currently 9-3 overall which was just five wins short of their previous season's total
- Anastasia Belyaeva posted the best overall record and best record on flight one in the conference at 10-1
- Drousile Dzeubou won eight matches on flight two which was tied for most against other Big South foes

Women's Track & Field

- Rachel Millirons set multiple distance records throughout the season, making her way inot the top-10 list for the program in the mile, 3,000-meter and 5,000-meter events
- La'Tisha Chambers set a new indoor program record in the 60-meter dash which placed her first in the competition field. Chambers would go on to place sixth at the Big South Indoor Championships

RESOURCE DEVELOPMENT

Radford Sports Properties (Learfield IMG College) Revenue Update (as of May 20, 2020)

- Overall Revenue: $384,050.00
    - Cash: $277,100.00
    - Trade: $106,950.00
- Overall Percentage to Budget: 98% ($392,000.00)
- Cash Revenue Target: 96% ($290,000.00)
- Trade Revenue Target: 113% ($95,000.00)

Surpassed 2018-19 overall revenue by $29,260.00 (8.2% growth)

Due to COVID-19, Learfield IMG College made the decision to not renew their contract with Radford University. As of May 3, 2020, the athletic department will no longer partner with Learfield IMG College for their exclusive media-rights partner. Moving forward, the athletics department will take on all media-rights selling in-house as previously done back in 2014. We will look to hire a new full-time staff member that will take on these responsibilities.

2019-20 Highlander Club Fund Drive Update (as of April 30, 2020)

- $989,500.00 in New Gifts & Pledges
    - 168% increase from this time last year
- 1,061 Donors
    - 7% increase from this time last year

Donor outreach activities during COVID-19:

- Highlander Club e-newsletter / updates being sent out to the donor base
- "Highlander Updates" – series of personal thank you videos (via social media) from student-athletes
- Highlander Club Impact Video – video message sent via e-newsletter to our donors on how impactful their support is for our student-athletes

Royalty Revenue (as of March 30)

Gross revenue broken down by quarterly royalties during the FY20 year:

Q3 (July – September 2019) - $27,071.75   Q4 (October – December 2019) - $29,112.98

Q1 (January – March 2020) - $14,713.58*   Q2 (April – June 2020) – In-progress

Total for the 2019-20 Academic Year - $70,898.31 *(15% reduction from the same time period last year)*

*Q1 of 2020 had a major reduction due to COVID-19 and production stopping and royalty payments being deferred due to operations shutting down.

Student Government Association Report
Radford University Board of Visitors
June 2020

Hello members of the Board and friends,

I regret that I was not able to meet with you all for our final BOV meeting due to the ongoing COVID-19 situation. I sincerely enjoyed getting to know you all this year. Thank you so much for the opportunity to come talk with you all and provide updates about the Student Government Association (SGA). I know that SGA and the campus is better because of your willingness to hear our updates.

When we last spoke, we had several events in the works for the spring semester. Unfortunately due to the closure of campus, we were unable to have several of our final events for this year, including Unity Fest and Ring Dance. The silver lining in this is that we had already made some purchases necessary for these events, so we will have even more spending money for next year's events.

Despite the circumstances, SGA was able to continue being there for our Highlanders. We did several social media tags, asking Highlanders to share with us what they we up to while social distancing, as well as Radford themed social media games that students could participate in.

We were also able to continue meeting every Monday at 5:00 p.m. via zoom. Senate and Cabinet and Staff were also able to meet and continue their work.

The Senate passed two resolutions while campus was closed. Firstly, we have the Facility Workers Appreciation Day Act. This act is states, "By the final day of November, each year, the Student Government Association senate will deliver a token of appreciation from the students of Radford University to the facility workers of the university, in the form of "goodie bags" and include thank-you notes." This is a way to repay our facilities workers who tirelessly work to keep our campus clean.

Secondly, we have the Mid-Semester Grades Resolution. This resolution stands as a recommendation that the University promote Mid-Term grade posting from all professors. This is based on student response to many of our surveys indicating they would be aided by knowing their grades midway through the semester.

Again, it was an honor to be able to meet with you all this year. I have no doubt that the new Student Government President, Christopher Davis, will represent SGA and Radford University well next year. I will still be around serving as the Chief Activities Officer and working as a first year Graduate Teaching Assistant studying Strategic Communications. I sincerely hope I can reconnect with you all next year. Please do not hesitate to reach out to me with any questions or concerns. Stay safe and be well.

With gratitude,

Colleen McNickle
Student Body President, 2019-2020

Student Affairs Report
Radford University Board of Visitors

Overview
Throughout the second half of the spring semester, the Division has focused on supporting our students through virtual service and program delivery. Students have engaged in a variety of virtual wellness activities, intramural leagues and discussion groups. The Division's signature programs of Halfway There Celebration, Junior Twilight: It's Your Time and Senior Signing also transitioned to a virtual format. These programs celebrating, sophomores, juniors and seniors were offered during the same week for the University's first annual "Traditions Week". These programs enjoyed significant participation with more students involved than last spring's in-person events.

Student Success and Retention
A virtual "You Matter" campaign was organized with the First Year Success team and Student Affairs staff. Rather than knocking on residence hall doors, staff contacted freshman by phone. (roughly 1450 students). These calls were essentially "check-ins" to see how the student was doing, if they'd met with their advisor and checked mid-term grades. The team has also organized a continued enrollment calling campaign for all unregistered students. Approximately 1,100 students that did not register during the initial registration period were contacted.
This spring, a registration promotion event was instituted. Students that registered with the first three days of the registration period had the opportunity to be selected to receive one of four prizes. 22 freshmen, six sophomores, six juniors and six seniors were chosen through the drawing.

Center for Diversity and Inclusion
The Center for Diversity and Inclusion (CDI) fulfilled Governor Northam's challenge for dialogue on college campuses through the Guess Who's Coming to Dinner initiative. The CDI team highlighted Black History and Women's History Month through various programs and initiatives, including the inaugural Black History Month faculty and staff networking mixer with over 100 participants. Amid the COVID-19 pandemic, CDI continues to support students through the laptop loaner program to meet student needs. CDI has enhanced its virtual learning and social media platforms by continuing to offer affinity support groups, safe zone training, and the social change certificate program.

Student Involvement
Student Involvement has been working to connect and engage with our students while building community virtually. All social media platforms have been heavily utilized to market programs including Twitter, Instagram, Discord, and Facebook. We will continue this trend throughout the summer with the goal of staying connected with our enrolled students; and connecting with our incoming students beginning with Quest 2020. The department's 2020 Outstanding Student Awards focused on clubs and organizations and winners were revealed live on Facebook on May 1, 2020. All Student Media outlets are creating content digitally.
Student employee staff supervisors have recurring Zoom meetings on a weekly basis to check-in with their staff, share information and offer support. The department has been able to offer some teleworking opportunities to a limited number of students. The staff is planning for Fall 2020; working collaboratively with Facilities Management to insure a safe and healthy school opening.

Student Recreation and Wellness
Over spring break, eight students and two outdoor professional staff journeyed to the Buffalo River in Arkansas to experience 10 days of wilderness, canoeing, and camping. They arrived safely back to civilization to find the rest of the university facing a quarantine! As we've shifted our focus to online programming, we have encouraged more social media engagement with campaigns like "19 Ways to deal with COVID-19", Intramural trick shot contests for prizes, and sport club senior recognitions. Student Recreation and Wellness continues to employ a limited amount of student employees during this time, finding ways to limit the financial burden of this time with opportunities to earn.

Radford University Carilion Student Affairs
During the spring term, RUC Student Affairs worked collaboratively to assist resident students in retrieving, or moving and storing, their personal belongings in accordance with social distancing measures and the Governor's executive orders. RUC continued to support and advocate for student needs virtually. The team developed, and continues to develop, varied courses of action to prepare for the fall return of new and continuing students to campus. Work also continued with the cross-campus functional and technological working groups to integrate the RUC/RU Starfish student success system into one tenant.

Housing and Residential Life
Housing and Residential Life worked hard to serve our residential students as they adjusted to finish the semester during the COVID-19 pandemic. Opportunities were established for students, who needed essential items to return to campus and gather those belongings. Shortly thereafter, a move-out schedule which provided a structured process that was supported by the Virginia Department of Health and in compliance with CDC recommendations was made available. This process spanned three weeks to provide maximum opportunities for students and families. The Housing and Residential Life team reached out to students to check on them and encouraged a strong finish to the spring semester. Virtual activities are being held for students who were selected to be resident assistants for the upcoming year.

Student Counseling Services
Student Counseling Services transitioned to offering tele-behavioral health individual and group sessions in response to COVID-19. Prior to altered operations, Student Counseling partnered with the Student Health Center to expand and offer Let's Talk at the Health Clinic. This will resume in the fall once students return to campus.

Student Health Center
The Student Health Center has remained open and seeing enrolled students through tele-health and limited in-person appointments. For students who are currently residing in states that do not allow tele-health services across state borders, Student Health has assisted with care and referrals in every way possible.

Substance Abuse and Violence Education Support (SAVES)
SAVES partnered with several other universities/colleges across Virginia to host a virtual Take Back the Night (TBTN) event on April 7, 2020. TBTN is an international event and nonprofit organization with the mission of ending sexual, relationship and domestic violence in all forms. This was Radford's fourth year of hosting a TBTN. We look forward to hosting the event for a fifth year in 2021. In addition, SAVES started offering RU Aware and Advocacy appointments via Zoom in response to COVID-19.

University Advancement Report
Radford University Board of Visitors
June 2020

University Advancement Highlights March – June 2020

Alumni Relations
- Highlander Wisdom Webinars: 14 executed since March
- Facilitated a message from Marty Smith for Class of 2020
- Alumni Volunteer Digital Care Package created and widely used
- Story time with Radford Alumni Educator Weekly Program
- Established a Young Alumni Mentor Program for Academic Career Explorers
- Alumni Virtual Class of 2020 Exit interviews – 660 completed
- Zoom Alumni Admissions Panel for Prospective Students

Annual Giving
Emergency Fund Appeal (in response to COVID 19) as of May 26, 2020:

Fund	Total Dollars Raised	Number of Donors
Artis College of Science & Technology	$1,910	13
College of Education and Human Development	$1,475	13
College of Humanities and Behavioral Sciences	$2,075	19
College of Visual and Performing Arts	$415	6
Davis College of Business and Economics	$3,485	15
HEHROS Program	$9,500	20
Student Affairs General Fund	$3,085	36
Waldron College of Health and Human Services	$680	7
Total	$22,625	129

Advancement Communications
- Radford Connected: Alumni Profiles, Events and Annual Giving
- Radford Magazine: Alumni Feature Stories, Class Notes Section, Giving and Alumni Ads
- Campaign Website Content Development and Site Build
- Advancement Website: Site Maintenance and Content Updates

Capital Campaign
- The Gala - A Grand Celebration for Radford University has been rescheduled for April 24, 2021, at The Hotel Roanoke and Conference Center.
- Capital Campaign Steering Committee will meet on October 2, 2020 in the Davis College of Business and Economics.
- Partners in Excellence is planned for October 15, 2020 in the Student Recreation and Wellness Center.
- The celebration of the naming of the McGlothlin Center for Global Education is scheduled for October 22, 2020 in Cook Hall.

Major Gifts
- In contact with major donors to update them on the University's COVID-19 response.
- Contacted donors to the emergency funds to thank them for supporting our students during a time of crisis.
- Continued to work with prospects/donors in the cultivation/solicitation stage to close gifts before the end of the fiscal year as appropriate.
- Collaborated with the Office of Alumni Relations and Annual Giving to establish a class gift campaign for the classes of 1969 and 1970.

FY20 Major Gifts Snapshot

Gift Range	Number of Gifts
$25,000 - $49,999	16
$50,000 - $99,999	7
$100,000 - $249,999	8
$250,000 - $499,999	2
$500,000 and above	4
Total: $5,358,349	**37**

Additional Major Gifts in Pipeline (potential closure by June 30, 2020): $5,980,000

Radford University - University Advancement

Comparative Giving Report by Fiscal Year

Fiscal Year-End Giving:

	FY 2018-2019 Final	FY 2017-2018 Final	FY 2016-2017 Final	FY 2015-2016 Final	FY 2014-2015 Final	FY 2013-2014 Final
New Pledge Balances	$ 9,610,923	$ 10,635,610	$ 7,311,589	$ 1,160,325	$ 505,474	$ 1,100,504
Current-Year Pledge Payments	$ 429,078	$ 404,067	$ 544,121	$ 344,401	$ 793,813	$ 513,692
New Planned Gifts	$ 539,964	$ 1,565,555	$ 1,192,050	$ 5,090,000	$ 1,282,000	$ 752,500
Outright Cash Gifts	$ 1,856,843	$ 1,751,071	$ 1,563,936	$ 1,178,318	$ 1,336,277	$ 1,365,443
Gifts-in-kind	$ 31,902	$ 336,320	$ 128,299	$ 223,955	$ 200,775	$ 105,257
Gifts of Real Estate	$ -	$ 590,000	$ -	$ -	$ -	$ 222,500
Sponsored Programs	$ 42,130	$ 57,490	$ 52,485	$ 10,000	n/a	n/a
Total Giving	$ 12,510,840	$ 15,340,113	$ 10,792,480	$ 8,006,999	$ 4,118,339	$ 4,059,897
Total Number of Donors	4,758	5,262	5,253	4,435	4,731	5,221
Total Number of New Donors	1,978	2,018	2,090	1,350	1,076	1,199

Fiscal Year-to-Date Giving:

New Reporting	FY 2019-2020 (7/1/19-5/31/20)	Former Reporting	FY 2018-2019 (7/1/18 - 5/31/19)	FY 2017-2018 (7/1/17 - 5/31/18)	FY 2016-2017 (7/1/16 - 5/31/17)	FY 2015-2016 (7/1/15 - 5/31/16)
New Pledges	$ 3,729,955	New Pledge Balances	$ 9,613,563	$ 9,931,071	$ 7,249,751	$ 1,149,358
n/a		Current-Year Pledge Payments	$ 414,840	$ 338,376	$ 502,135	$324,266
New Planned Gifts	$ 1,331,692	New Planned Gifts	$ 504,964	$ 1,565,555	$ 1,192,050	$ 5,090,000
Outright Cash Gifts	$ 1,816,728	Outright Cash Gifts	$ 1,784,075	$ 1,741,204	$ 1,428,915	$1,063,303
Gifts-in-kind	$ 225,488	Gifts-in-kind	$ 28,541	$ 858,450	$ 119,988	$ 204,975
Gifts of Real Estate	$ -	Gifts of Real Estate	$ -	$ 590,000	$ -	$ -
Sponsored Programs	$ 181,319	Sponsored Programs	$ 42,130	$ 54,558	$ 52,485	$ 10,000
Total Giving	$ 7,285,182	Total Giving	$ 12,388,112	$ 15,079,214	$ 10,545,323	$ 7,841,902
Total Number of Donors	3,215	Total Number of Donors	4,598	5,260	5,349	4,292
Total Number of New Donors	1,075	Total Number of New Donors	1,960	1,929	1,958	1,310

University Relations Report
Radford University Board of Visitors

June 2020

COVID-19 Outreach and Response

In recent months, the University Relations team has partnered with various campus divisions, departments, and offices on the University's response to the global health pandemic. That support included the development and management of a dedicated webpage; the development and distribution of campus communications; and the development and distribution of the fall re-opening and the early opening. The University also developed a series of information webpages for students (Keeping Learning), faculty (Keep Teaching), and staff (Keep Working) to provide resources and support in-person to online engagement.

University Relations also developed an informational and online sharing campaign called Highlanders Rise. We have asked our campus community to share their individual journey in making a difference through this unprecedented time using #HighlanderRise. This series, representing their stories and submissions, is anticipated to be part of the upcoming edition of The Magazine of Radford University to be produced in late summer/early fall.

Despite the global health pandemic, Radford University celebrated the accomplishments of the May 2020 graduating class on May 9, 2020. Through a virtual celebration, President Brian O. Hemphill, Ph.D. honored the class, their journey, and their accomplishment.

Celebrating 110 Years of Radford University

In March, Radford University marked a historic milestone by reaching 110 years of Highlanders transforming the world. Since its founding charter in 1910, the institution has focused on a bright future based on excellence, innovation, and service to students and the community, while maintaining a tradition of teaching and a commitment to change.

This semester, in Radford University's 11th decade, is historic in its own right. But, as Highlanders have proven time and time again, we are responsive to change, resilient when times get tough and real through it all. This is nothing new. Highlanders have been rising for 110 years.

A recap of Radford University's storied history and powerful impact was written and published on the website in order to commemorate the historic milestone.

Student Affairs Partnership
In April, the University Relations team was proud to support the Division of Student Affairs in the online execution of Traditions Week for the Halfway There Celebration, Junior Twilight Celebration, and Senior Signing Day. Students who participated in the online events received packets in the regular mail with a token to remember the event and milestone.

Enrollment Management Partnership
Throughout the spring and summer, the University Relations team has been working closely with the Division of Enrollment Management as student engagement and recruitment activities moved to a digital format.

Highlander Day: The Highlander Day event format was moved online to include welcomes by each of the academic deans and specific content supporting the programs and services available in each college and on the campus.

Virtual Tours: Additionally, University Relations produced a Virtual Campus Tour and a Virtual Campus Housing Tour to assist students and their families in experiencing Radford without visiting in-person.

Quest: The Quest event format is also being moved online. In order to facilitate the digital Quest experience, University Relations produced a series of Quest Talk videos in which various offices discuss available services and support.

Marketing Campaign

The University Relations team has continued to engage with Fuseideas on the implementation and tracking of the annual marketing campaign to promote the Radford University experience and available programs on the main campus and at Radford University Carilion (RUC). In the final year with Fuseideas, which has been under in partnership with the University since 2015, a strong focus has been placed on awareness, consideration, and intent. As of April 30, 2020, the broad-based, multi-pronged campaign has generated more than 50 million impressions. In recent months, individual efforts have focused on yield and transfer, as well as Summer Session enrollment and RUC online programs.

The University is in the final stages of a comprehensive Request for Proposal (RFP) process in order select a marketing partner. It is anticipated that a new partner will be selected in the coming weeks with the goal of both developing and implementing a comprehensive media strategy for Fiscal Year 2021.

Healthcare Heroes

In addition to a University-wide marketing campaign, the University Relations team has produced and implemented a specialized messaging around Healthcare Heroes. This effort is aimed at promoting health sciences based programs that are available fully online through Radford University Carilion (RUC).

A total of six bachelor's programs, two master's programs, and two doctoral programs are featured. Through a marketing landing page, prospective students have the opportunity to apply for admission, learn more about the program, or request outreach from an RUC staff member.

Early results show positive engagement from a television commercial and social media campaign. Additional platforms will be utilized moving forward as the campaign will continue throughout the summer months.

Recent Announcements

The University Relations team has provided support in the development and distribution of recent announcements, including, but not limited to, the following.

- June 4, 2020: Jeanne Mekolichick, Ph.D. elected president of the Council on Undergraduate Research
- May 29, 2020: Radford University celebrates the accomplished career and dedicated service of chief information officer
- May 20, 2020: Radford University announces selection of Johnnie Sue Wijewardane, Ph.D. as inaugural Dean of the School of Nursing
- April 14, 2020: Radford University names Corey Herd Cassidy, Ph.D. as Executive Director of the newly-created Academic Success Center
- April 8, 2020: Radford University names Nicole Hendrix, Ph.D. as Executive Director of General Education
- March 31, 2020: Professor Jeff Pittges named Commonwealth Cyber Initiative Fellow
- March 30, 2020: U.S. News & World Report ranks six Radford University graduate programs
- February 27, 2020: Radford University selects Anthony Graham as Associate Vice President for Undergraduate Recruitment
- February 27, 2020: Radford University, Appalachian College of Pharmacy establish a partnership
- February 24, 2020: Radford University announces selection of Matthew J. Smith, Ph.D. as Dean of the College of Humanities and Behavioral Sciences

February 2020 Minutes

RADFORD UNIVERSITY

Board of Visitors

RADFORD UNIVERSITY

Board of Visitors

QUARTERLY MEETING
9:00 A.M.
FEBRUARY 14, 2020
MARY ANN JENNINGS HOVIS MEMORIAL BOARD ROOM
THIRD FLOOR, MARTIN HALL, RADFORD, VA

DRAFT
MINUTES

BOARD MEMBERS PRESENT
Mr. Robert A. Archer, Rector
Mr. James R. Kibler, Jr., Vice Rector
Dr. Thomas Brewster
Mr. Gregory A. Burton
Dr. Rachel D. Fowlkes
Mr. Mark S. Lawrence
Dr. Debra K. McMahon
Ms. Nancy A. Rice
Mr. David A. Smith
Ms. Georgia Anne Snyder-Falkinham
Ms. Lisa Throckmorton
Dr. Jason Fox, Faculty Representative (Non-voting Advisory Member)
Mr. Breon Case, Student Representative (Non-voting Advisory Member)

BOARD MEMBERS ABSENT
Dr. Jay A. Brown
Ms. Krisha Chachra
Dr. Susan Whealler Johnston
Ms. Karyn K. Moran

OTHERS PRESENT
President Brian O. Hemphill
Ms. Karen Casteele, Secretary to the Board of Visitors and Special Assistant to the President
Mr. Craig Cornell, Vice President for Enrollment Management
Mr. Danny M. Kemp, Vice President for Information Technology and Chief Information Officer
Ms. Wendy Lowery, Vice President for University Advancement
Mr. Chad A. Reed, Vice President for Finance and Administration and Chief Financial Officer
Dr. Joe Scartelli, Interim Provost and Vice President for Academic Affairs
Ms. Ashley Schumaker, Chief of Staff and Vice President for University Relations
Dr. Susan Trageser, Vice President for Student Affairs
Mr. Allen T. Wilson, Assistant Attorney General, Commonwealth of Virginia
Other Radford University faculty and staff

CALL TO ORDER
Rector Robert A. Archer called the quarterly meeting of the Radford University Board of Visitors to order at 9:00 a.m. in the Mary Ann Jennings Hovis Memorial Board Room on Third Floor in Martin Hall.

Rector Archer began the meeting by wishing everyone a Happy Valentine's Day. Rector Archer stated he appreciated the recent joint dinner with the Radford University Foundation Board of Directors and hopes that the tradition will continue. He also recognized Executive Director John Cox for his assistance in the coordination of the event. Rector Archer expressed his sympathy for the loss of Bobby Hickman and acknowledged that Bobby was often the first and last person the Board members saw when attending meetings on campus. Rector Archer reminded Board members of the Mark S. Lawrence Student Scholarship that was established last May and asked members to remember this opportunity for giving. Rector Archer also thanked the Board members who participated in Advocacy Day. He added he thought it was well-organized and it was obvious the students enjoyed the experience and the legislators enjoyed seeing the students.

APPROVAL OF AGENDA
Rector Archer asked for a motion to approve the Board of Visitors meeting agenda for February 14, 2020, as published. Dr. Rachel Fowlkes so moved, Mr. Mark S. Lawrence seconded, and the motion carried unanimously.

APPROVAL OF MINUTES
Rector Archer asked for a motion to approve the December 6, 2019 minutes of the Board of Visitors meeting. Mr. Lawrence so moved, Ms. Lisa Throckmorton seconded, and the motion carried unanimously.

RECOGNITION
Rector Archer invited Professor of Finance Clarence Rose to address the Board of Visitors who shared information about the Student Managed Investment Portfolio Organization (SMIPO) and "The Road to $2 Million." SMIPO was established in 2001 as a valuable learning experience for students and an initial investment of $100,000. In December 2019, the SMIPO investment account surpassed $2,000,000 with an average annual rate of return over the past six years of approximately 12%. Dr. Rose was joined by fellow advisor Dr. Abhay Kaushik and four students who are SMIPO officers: Hunter Malcolm, Keith Noyes, Brian Henry and Norman Ferrel. A copy of their handout is attached hereto as *Attachment A* and is made a part hereof.

In recognition of other recent student achievements, Rector Archer invited Assistant Professor of Marketing Jane Machin to address the Board of Visitors. Dr. Machin shared information about the BB&T Davis College of Business and Economics Innovation Challenge, which annually provides a platform for students to identify market opportunities and design creative solutions to meet those needs. The Innovation Challenge completed its fifth year at the end of 2019, and its most recent winners, Starr Woods and Taylor Hawkins '19 shared their winning idea, an app called KeepUp that will allow its users to alert maintenance staff of potential issues in a particular building. A copy of their handout is attached hereto as *Attachment B* and is made a part hereof.

PRESIDENT'S REPORT

President Hemphill began his report by thanking the Board of Visitors members for the opportunity to provide updates and share his perspectives on our University as we have completed the Fall 2019 semester and have begun the Spring 2020 semester.

President Hemphill provided and overview of the Winter Commencement ceremonies, held December 12-14, 2019, as the Radford family celebrated the academic achievements of the Class of 2019. As part of a series of events, the inaugural Commencement ceremony was held for Radford University Carilion (RUC) in which 130 students proudly walked across the stage at the Berglund Center. On the main campus, several Commencement ceremonies highlighted the success of undergraduate and graduates students in which more than 550 dedicated Highlanders became proud alumni. It was a special time that provided a wonderful conclusion to the Fall 2019 semester. I would like to thank members of the Board of Visitors who participated in the ceremonies and Rector Archer for providing greetings on behalf of the Board and words of encouragement to our graduates. President Hemphill then shared a video recapping the Winter 2019 Commencement.

President Hemphill welcomed Dr. Joe Scartelli and thanked him for his service as Interim Provost and Vice President of Academic Affairs.

President Hemphill continued that on January 14, 2020, he was pleased to announce the selection of Carolyn "Lyn" Ringer Lepre, Ph.D. as Radford University's Provost and Vice President for Academic Affairs, effective July 1, 2020. As a proven administrator and respected scholar, Provost Lepre comes to Radford University following more than a decade long and highly successful tenure at Marist College, a selective comprehensive liberal arts institution with locations on the banks of the historic Hudson River in Poughkeepsie, New York, on Fifth Avenue in Manhattan, New York, and in classical Florence, Italy. Marist College is home to one of the highest freshman retention rates in the country with 89 percent of students returning for their second year compared to the national average of 72 percent. He shared his confidence that the campus and the community will significantly benefit from her professional expertise and personal commitment.

President Hemphill stated that from January 29-30, 2020, over 70 Radford University students, staff, and members of the Board of Visitors were in Richmond for the annual Advocacy Day event. This annual event would not be possible without the extensive planning efforts of Secretary to the Board of Visitors and Special Assistant to the President Karen Casteele and Vice President for Student Affairs Susan P. Trageser, Ed.D. President Hemphill thanked the Board of Visitors members who participated in this annual event, which continues to receive positive feedback from student participants and state officials.

In an update regarding the General Assembly, President Hemphill stated that he, along with members of my team, have been meeting with legislators and executive branch officials to highlight the important work occurring at Radford University. The 2020 Virginia General Assembly session convened on January 8, 2020 and is expected to adjourn on March 7, 2020. There are approximately three weeks remaining in the General Assembly session. The House and Senate budgets will be released this coming Sunday and debated on the floor next week, and a Committee of Conference will be appointed in the near future in order to review and evaluate the differences between the House and Senate budgets. Throughout the remainder of the session, Radford will share its support of the Governor's budget, which included $101 million for the Center for Adaptive Innovation and Creativity, as well as increased funding for financial aid. Additionally, we will continue to advocate for operational support for Radford University Carilion (RUC) in order to decrease tuition to better align with main campus

rates. Finally, we are joining other public institutions in the Commonwealth in support of salary increases for faculty and staff. President Hemphill acknowledged Vice President Chad Reed, Executive Director for Government Relations Lisa Ghidotti, Director of Administration Heather Miano and Chief of Staff Ashley Schumaker for their assistance with the University's presence in Richmond.

President Hemphill closed by sharing news regarding the Spring 2020 Commencement ceremonies highlighting that alumna Nancy E. Artis '73 will serve as the keynote speaker. The commencement ceremonies will be May 8-9, 2020. A copy of the report is attached hereto as *Attachment C* and is made a part hereof.

REPORT FROM THE ACADEMIC EXCELLENCE AND RESEARCH COMMITTEE

Dr. Thomas Brewster, Vice Chair, stated that the Academic Excellence and Research Committee met on February 13, 2020 and shared the following information.

Dr. Brewster shared that Interim Provost and Vice President for Academic Affairs Joe Scartelli provided an overview of the University's academic outreach programs, specifically at the Roanoke Higher Education Center (RHEC) and the Southwest Virginia Higher Education Center (SWVHEC). At RHEC, Radford University provides opportunities for individuals to pursue degrees and certifications in nursing, criminal justice, social work, elementary education and other areas of study. The vision at SWVHEC is to build effective, lasting community partnerships that maintain the health, vitality and economic sustainability of Southwest Virginia communities. Several initiatives are offered for educators, healthcare professionals, businesses and the community and continue to evaluate the needs for various professional development opportunities in the region.

Dr. Brewster reported that Faculty Senate President Jake Fox, Ph.D. provided an update on the work of the Faculty Senate and the recent work related to the REAL model, which is on target for implementation in Fall 2021. Dr. Fox also shared that Faculty Senate has passed a core curriculum revision which reduces the size of the curriculum and required credits.

Dr. Brewster reported that Dr. Jake Fox and Dr. Sandra Baker, Director of Institutional Effectiveness and Quality Improvement, presented the results of the 2019 COACHE Faculty Job Satisfaction Survey. The survey was completed by 51% of the full-time faculty, which is down slightly from the 54% response rate of the last administration in 2016. Results of the survey indicated that faculty felt that the quality and support of their colleagues, the geographic location of the institution, the cost of living in the area and their sense of "fit" were the "best" aspects of working at Radford University.

REPORT FROM BUSINESS AFFAIRS AND AUDIT COMMITTEE

Mr. Gregory A. Burton, Chair, stated that the Committee met on February 13, 2020 and reported that Mr. Zachary Borgerding, with the Auditor of Public Accounts, presented information regarding the ongoing audit of the University's FY 2019 financial statements. He discussed the responsibilities of the auditors and management, as well as the planned scope and timeline of this year's audit.
Mr. Burton reported that University Auditor Margaret McManus presented an oral report on the University Discretionary Fund for the quarter ended December 31, 2019. One hundred percent of the University Discretionary Fund expenditures were reviewed, and all were found in compliance with the Board of Visitors' guidelines. Ms. McManus also presented a report on the Information Technology audit of Contingency Planning Program – Backup and Recovery and a follow-up audit status report.

Mr. Burton reported that Vice President for Finance and Administration and Chief Financial Officer Chad A. Reed provided an update on capital projects currently in progress. The Reed and Curie Halls renovation has been completed, and a ribbon cutting ceremony was held on February 12, 2020. Mr. Reed also provided an update on the Center for Adaptive Innovation and Creativity (CAIC) to include an overview of the project budget approval and anticipated next steps.

Additionally, Mr. Burton reported that Vice President for Finance and Administration and Chief Financial Officer Chad A. Reed presented an overview of the incremental funding included for Radford University in the Governor's 2020-2022 Executive Budget Proposal. He reported the Governor's proposed budget included undergraduate student financial aid, employee benefit costs, CAIC, and Tyler Hall and Norwood Hall renovations. The outcome of the proposed 2020-22 budget will not be known until the completion of the 2020 General Assembly session, which is scheduled to adjourn March 7, 2020.

ACTION ITEMS
Approval of Certification of Compliance with the Radford University Debt Management Policy
Mr. Burton stated that the Committee recommends to the full Board approval of the resolution of Certification of Compliance with the Radford University Debt Management Policy. Rector Archer asked for a motion to approve the Certification of Compliance with the Radford University Debt Management Policy. Mr. Mark Lawrence so moved, Ms. Georgia Anne Snyder-Falkinham seconded, and the motion carried unanimously. A copy of the resolution is attached hereto as *Attachment D* and is made a part hereof.

Approval of the Radford University Guidelines for Projects under the Public-Private Education Facilities and Infrastructure Act of 2002 (PPEA)
Mr. Burton stated that the Committee recommends to the full Board approval of the Radford University Guidelines for Projects under the Public-Private Education Facilities and Infrastructure Act of 2002 (PPEA). Rector Archer asked for a motion to approve the Radford University Guidelines for Projects under the Public-Private Education Facilities and Infrastructure Act of 2002 (PPEA). Mr. Jim Kibler so moved, Ms. Snyder-Falkinham seconded, and the motion carried unanimously. A copy of the resolution is attached hereto as *Attachment E* and is made a part hereof.

REPORT FROM THE GOVERNANCE, ADMINISTRATION AND ATHLETICS COMMITTEE
Dr. Rachel Fowlkes, Vice Chair, stated that the Governance, Administration and Athletics Committee met on February 13, 2020 with the following items to report.

Dr. Fowlkes reported that Director of Athletics Robert Lineburg shared recent news and events of the Athletic Department. In academic excellence, Mr. Lineburg stated that 48 student athletes have a 4.0 GPA, 52% of student athletes have a 3.4 GPA or higher, 68% of student-athletes have a 3.0 GPA or higher and overall student-athletes have a 3.3 GPA. Jacob Wilson was recognized as Academic All-American with a perfect 4.0 GPA in Fall 2019 and for making First Team Academic All-District and the Big South Conference All-Academic Team. Dr. Fowlkes shared that Radford University's ranking is 4th in overall Sasser Cup standings as of December 31, 2019. Men's Basketball is in 2nd place in Big South standings, with Women's Basketball currently tied for 3rd. Softball and Women's Lacrosse have both have been ranked preseason #5 in the Big South standings. Dr. Fowlkes shared the resource development with membership at 881 and total pledges and gifts at $712,645. Overall revenue is $373,050 with projected 2019-20 revenue of $400,000. This total surpassed the 2018-19 overall revenue by $8,000 as of November 15, 2019. Dr. Fowlkes also shared that the Inaugural First Pitch Dinner, held on January 25,

2020, raised over $17,000 for baseball with 300 guests in attendance. Dr. Fowlkes reminded the Board members of the Men's and Women's Basketball Alumni Weekend will be February 22, 2020 and Highlander Pride Weekend will be held April 23 – 25, 2020.

Dr. Fowlkes stated that Vice President for Information Technology and Chief Information Officer Danny M. Kemp presented to the Committee major strategic initiatives completed since the last Board of Visitors meeting, including the status of 24 current initiatives that are in progress. She shared that results from the annual survey were also provided. The annual survey has been conducted since 2014. The survey is sent to all faculty and staff with a purpose of identifying areas to address and improve. Areas of focus are telephone support, classroom support, field technicians and walk-in support. The Committee was also provided with photos of the training at RUC, the newly renovated Printing Services location at 219 East Main Street, along with the state-of the-art printing equipment, as well as photos of the Reed and Curie Halls technology.

Dr. Fowlkes reported to the Board that the Committee has approved a timeline for nominations of Board officers to begin service on July 1, 2020. Committee Chair Jay Brown will call for Rector and Vice Rector nominations from the Board members on April 6, 2020, and Board members will have until April 16, 2020, or 10 days as stated in the Bylaws, to respond. The Committee will meet on April 30, 2020 and finalize nominations to bring forward to the Board of Visitors meeting on May 1, 2020.

REPORT FROM THE STUDENT SUCCESS COMMITTEE
Dr. Debra McMahon stated that the Student Success Committee met on February 13, 2020 with the following items to report.

Dr. McMahon shared that Student Government Association President Colleen McNickle presented updates on SGA's Strategic Plan for the 2019-2020 academic year. SGA hosted a number of events this winter, including a winter retreat, a town hall meeting, diversity training for all SGA members and community service projects. Additionally, all SGA members participated in the MLK Day of Service. Dr. McMahon shared that from the student perspective that the annual SGA-sponsored Advocacy Day trip to Richmond in January to meet with legislators was a great success. Dr. McMahon also shared upcoming spring programs, including T-shirt drives during women's and men's basketball games, Unity Fest, Class Ring Ceremony, a Stress Less event around St. Patrick's Day, and the annual sexual assault awareness Consent Campaign. She also reported that SGA will also host a Facilities Management Appreciation Day to express thanks to all the members of the facilities team.

Dr. McMahon reported that SCHEV Student Representative Abigail Segrest updated the Committee on the focus of the SCHEV Student Advisory Committee this academic year. The Committee has focused on food insecurities and mental health awareness on campuses and suggested ways to combat these issues. Ms. Segrest reported to the SCHEV Student Committee on HEHROS (Helping Eradicate Homelessness through Resources, Opportunities and Supplies) Program and Let's Talk initiative through Student Counseling Services that are currently active on Radford University's campus.

Dr. McMahon reported that Dr. Dennis Heitzmann, a consultant for Student Counseling Services, reported to the Committee after spending time on campus and reviewing services. He outlined strengths of the programs offered by Student Counseling Services and stated that after reviewing many documents, he was pleased to report that Radford University does an admirable job with Counseling Services- the staff are supported, highly regarded by peers and popular with students. Dr. McMahon shared Dr. Heitzmann's enthusiasm of the high level of awareness and promotion of mental health on

campus. Dr. Heitzmann commended SGA and other student leaders for taking a lead in raising
awareness of mental health support.

Dr. McMahon reported that Vice President for Student Affairs Susan Trageser, Ed.D. provided the
Committee with an update of the Division of Student Affairs. She shared that Student Success and
Retention held outreach efforts to assist students registering for spring semester. A reception was held
for over 600 new freshmen and new transfer students that made the Dean's List for Fall 2019. She
added that Student Recreation and Wellness Center began a marketing campaign focused on students
discovering community, a sense of belonging and fit within the Center. Dr. McMahon shared that
cultural support groups have been created through the Center for Diversity and Inclusion to allow for
safe discussion and fellowship among these peer groups. During the MLK Day of Service, students,
faculty and staff from main campus and RUC volunteered at various locations across the Radford
community and in Roanoke.

REPORT FROM THE UNIVERSITY ADVANCEMENT, UNIVERSITY RELATIONS AND ENROLLMENT MANAGEMENT COMMITTEE

Ms. Lisa Throckmorton, Vice Chair, stated that the University Advancement, University Relations and
Enrollment Management Committee met on February 13. 2020 with the following items to report.

Ms. Lisa Throckmorton shared that Vice President for Enrollment Management Craig Cornell
provided enrollment trends and observations for the incoming classes at Radford University and
Radford University Carilion (RUC), as well as an overview of the enrollment funnel focusing on
several key yield activities currently ongoing and for the future. He reported that 13,434 applications
have been received, which is approximately 90% of the overall applications that will be garnered for
the fall freshman class. He stated that applications for in-state students are currently down 1,098 for
in-state students and up 147 for out of state students. Overall transfer numbers are up at 991. Ms.
Throckmorton shared how the University is shaping the enrollment funnel, with an emphasis on the
fact that at this point in the year, every phase of recruitment is in play with early reaching out to high
school students, to new student applications, admit and deposit generation activities aligned to
maximizing overall enrollments for fall. The Committee heard about new yield strategies that are in
place to take advantage of strong admit percent this year with an overview of using existing and new
technologies, as well as current student videos and testimonials to maximize opportunities with
students using our premiere outreach event, Highlander Days, as the call to action for our prospective
students. Ms. Throckmorton also shared updates on the Bridge Program and the new Highlander
Distinction program activities.

Ms. Throckmorton reported that Vice President for University Advancement Wendy Lowery shared
activities that Alumni Relations office has been involved in since the December Board Meeting,
including hosting Chapter dinners. The team also hosted Business and Government Leaders meetings
in Northern Virginia and Richmond where Matt Dunleavy was the keynote speaker. Alumni Relations
also hosted a meet and greet at the Wizards and Celtics game featuring alumnus, Javonte Green. She
also shared that looking ahead, on Winter Weekend, February 22, Alumni Relations will host the
Volunteer Summit, which prepares alumni and friends to serve as ambassadors for the University.
Alumni basketball players will be recognized at the basketball game during Winter Weekend. Ms.
Throckmorton reported that the Annual Giving team is retooling strategies of engagement with the
Telephone Outreach Program with scripts, call times, and recruitment and training of callers and
Spring Fever is being rebranded as Build the Hive.   Ms. Throckmorton added that the Family
Advisory Board will meet in February and the Board will be formalized as an organization during

Family Weekend in September. Ms. Throckmorton also shared the Giving Overview and, as of
February 5, 2020, total giving for FY 2019-2020 is $6,289,141 from 2,784 donors and last year, at the
same time, total giving was $3,002,971 from 3,027 donors.

REPORT FROM THE STUDENT REPRESENTATIVE TO THE BOARD
Mr. Breon Case, Student Representative to the Board of Visitors, began his report by reviewing his
goals for the year. Highlander spirit remains one of the priorities and being a part of this community,
spirit is important. Mr. Case shared his involvement in getting more people at sporting events and
creating a school chant. Mr. Case also showed a video he produced demonstrating Highlander Spirit.
A copy of the report is attached hereto as *Attachment F* and made a part hereof.

REPORT ON THE RADFORD UNIVERSITY FOUNDATION
Ms. Snyder-Falkinham, Representative to the Radford University Foundation Board of Directors,
provided an update on recent Foundation news and activities, including the Foundation will hold its
first Board meeting of the year on March 19, 2020. She reported that the transition from Spider to
BNY Mellon will continue through year end. Ms. Snyder-Falkinham distributed an asset summary
report, attached hereto as *Attachment G* and made a part hereof.

GOVERNMENT RELATIONS UPDATE
Executive Director of Government Relations Lisa Ghidotti provided an update to the Board including
that the 2020 Virginia General Assembly convened on Wednesday, January 8 and is expected to
adjourn on Saturday, March 7. As a result of retirements, resignations, and the outcome of the
November elections, 18 out of 100 members of the House and 5 out of 40 members of the Senate are
new this session. The 2020 General Assembly is considered historic on numerous fronts: for the first
time since 1993, Democrats are in control of the House, Senate, and all three statewide offices; the
House elected its first female Speaker and first female Clerk; and the Senate elected the first female
and African-American President Pro Tempore, just to name a few historic firsts.   The 2020 General
Assembly is among the most diverse ever, including an unprecedented number of women serving in
the General Assembly. Ms. Ghidotti reported that the House Appropriations Committee and the
Senate Finance and Appropriations Committee will report out their respective budgets on Sunday,
February 16. The House and Senate budgets will be debated on the floor on Thursday, February 20,
and a Committee of Conference will be appointed to iron out the differences between the House and
Senate budgets. Ms. Ghidotti added that higher education access, affordability, and accountability
continue to be priorities of the General Assembly. Ms. Ghidotti reviewed several pieces of legislation
of interest to higher education. Rector Archer thanked Ms. Ghidotti for her work in Richmond on
behalf of the University.

CLOSED SESSION
Rector Archer requested a motion to move into closed session. Mr. Kibler made the motion that the
Radford University Board of Visitors convene a closed session pursuant to **Section 2.2-3711 (A) Items
1, 2, 3, 4, 6, 7 and 29** under the Virginia Freedom of Information Act for the discussion of personnel
matters; discussion or consideration of admission or disciplinary matters or any other matters that
would involve the disclosure of information contained in a scholastic record concerning any student;
discussion or consideration of the acquisition of real property for a public purpose; the protection of
the privacy of individuals in personal matters not related to public business; discussion or
consideration of the investment of public funds where competition or bargaining is involved;
consultation with legal counsel and briefings by staff members or consultants pertaining to actual or
probable litigation, where such consultation or briefing in open meeting would adversely affect the

negotiating or litigating posture of the public body; and discussion of the award of a public contract involving the expenditure of public funds, including interviews of bidders or offerors, and discussion of the terms or scope of such contract. Ms. Snyder-Falkinham seconded the motion. The Board of Visitors went into closed session at 10:30 a.m.

RECONVENED SESSION
Following closed session, the public was invited to return to the meeting. Rector Archer called the meeting to order at 11:50 a.m. On motion made by Mr. Kibler and seconded by Ms. Snyder-Falkinham, the following resolution of certification was approved by a roll call vote.

Resolution of Certification

BE IT RESOLVED, that the Executive Committee of the Radford University Board of Visitors certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements under this chapter were discussed in the closed meeting to which this certification resolution applies, and (ii) only such public business matters as were identified in the motion by which the closed session was convened were heard, discussed or considered by the Board.

Roll Call	Vote
Mr. Robert A. Archer, Rector	Yes
Mr. James Kibler, Jr., Vice Rector	Yes
Dr. Thomas Brewster	Yes
Mr. Gregory A. Burton	Yes
Dr. Rachel D. Fowlkes	Yes
Mr. Mark S. Lawrence	Yes
Dr. Debra McMahon	Yes
Ms. Nancy A. Rice	Yes
Mr. David A. Smith	Yes
Ms. Georgia Anne Snyder-Falkinham	Yes
Ms. Lisa Throckmorton	Yes

The resolution of certification was unanimously adopted.

OTHER BUSINESS
Rector Archer announced the Founders Society event would be held on April 17, 2020 as a luncheon. All current and past Board of Visitors members will be invited.

ANNOUNCEMENTS
Rector Archer announced the upcoming meeting dates:
April 30 – May 1, 2020
August 3-6, 2020 Retreat
September 10-11, 2020
December 3-4, 2020

ADJOURNMENT
With no further business to come before the Board, Rector Archer thanked everyone for attending and requested a motion to adjourn. Ms. Rice so moved, Dr. Brewster seconded, and the motion carried unanimously. The meeting adjourned at 12:15 p.m.

Respectfully submitted,

Karen Casteele
Secretary to the Board of Visitors and Special Assistant to the President

SMIPO

Student Managed Investment Portfolio Organization
"The Road to $2 Million"

Summary for the Board of Visitors

Radford University

By Dr. Clarence C. Rose

Davis College of Business and Economics

February 14, 2020

SMIPO Officers & Advisors

- ## SMIPO Officers
  - Hunter Malcoln, Co-President
  - Keith Noyes, Co-President
  - Lurvam Tewodios, Vice President of Investments
  - Brian Henry, Vice President of Operations
  - Norman Ferrel, Vice President of Marketing

- ## SMIPO Faculty Advisors
  - Dr. Clarence Rose, Professor of Finance
  - Dr. Abhay Kaushik, Professor of Finance

- ## Dean
  - Dr. Joyendu "Joy" Bhadury,
  Davis College of Business and
  Economics

SMIPO History

- SMIPO was established in 2001. **There was no formal Ribbon Cutting Ceremony**, it was more like a process that began to take shape. An original proposal from COBE was put together by Dr. Clarence Rose and was presented to the RU Foundation. It received very strong support and over the months ahead the pieces began to be put together. In March 2002, Dr. Steven Beach and Dr. Clarence Rose attended the first RISE Conference in Dayton, Ohio to get information on what the best universities were doing in the area of student investment operations and to explore what would work best at RU.

- The major goals for our future Student Investment Organization were:

  1. Create an extremely valuable learning experience for our students.

  2. Compete at RISE and other National Student Investment Competitions and WIN.

  3. Eventually, grow the Investment Account to over $1,000,000.

SMIPO History (Continued)

- In the Spring of 2002, we began recruiting students to form the RU Student Investment Group. We began investing in the Fall Semester 2003 with an initial $100,000 allocation into the SMIPO investment account from the RU Foundation.   Total allocations to SMIPO were:
    (FY03 =$100K, FY04 = $150K, FY06 = $100K and FY12 = $250K)

- From 2002 to 2012, the RU Foundation transferred a total of $600,000 to SMIPO for investment by our students under the guidance of SMIPO Advisors.

- Under the direction of SMIPO faculty advisors, SMIPO students are responsible for the entire operation of all organizational and investment activities.

SMIPO's Investment Decision Making Process

- At the beginning of each new investment cycle, and as otherwise needed, SMIPO members perform the following investment research activities:
  - Investment Economic Analysis for the entire economy and investment sectors
  - Examine current sector investment asset allocations, and modify if needed
  - Examine existing investment holdings in each sector and search for investment opportunities in desired sectors
  - Evaluate companies for investment using discounted cash flow analysis and other investment techniques
  - Track of investment holdings and reevaluate when stocks go up or down by predetermined percentages

Investment Decision Making Process (Continued)

- Research new companies in which to invest funds through a stock screening process on the Morningstar Direct investment platform.

- Perform analysis of sub-industries within the sectors.

- Oversee, evaluate, and review stock presentations made by sector investment teams.

- Use of Morningstar Direct API enabled Excel Workbooks to derive Intrinsic Stock price and identify undervalued stock investment opportunities.

SMIPO Success!

- The $1,000,000 assets under management goal was achieved in October 2013.

- SMIPO has Very Successful Alumni.

- In December 2019, the SMIPO Investment Account balance surpassed $2,000,000 assets under management. This is an average annual rate of return on investment over the past 6 years of approximately 12%.

National Success!

- SMIPO earned the top fund ranking for the Value Fund Category at the Redefining Investment Strategy Education (RISE) forum in 2011.

- SMIPO earned the top fund ranking for the Value Fund Category – Undergraduate Division at the Quinnipiac University 2016 Global Asset Management Education (G.A.M.E.) Forum.

On Behalf of all our SMIPO Alumni and Current Students

Thank You!

BB&T / Radford University Innovation Challenge

Innovation Challenge by the Numbers, 2015-2019
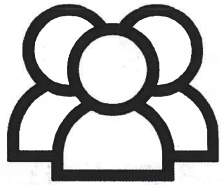
**350+ teams
1300+ students**

**15 majors
5 colleges**

**$15,000
awarded**

**30+ expert
judges**

Winning <u>Tech</u> Ideas 2015-2019

POMOC: mobile app for finding university tutors.
Pet Alert: mobile app for finding lost pets.
VAST: social app for Appalachian Trail hikers.
Helping Hands: app to help find service opportunities.
Words of Fitness: audio fitness-equipment training.
Your Choice: iBeacon connected app for safer driving.
Double Check: smart phone case to detect food allergies.
Interview Pro: increase accessibility of job interview.
Event Park: sharing parking spaces at special events.
Swypz: match meal swipes with students needing food.
KeepUp: crowdsourced housekeeping & facilities.
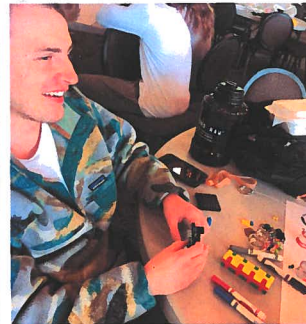
Winning <u>Product</u> Ideas 2015-2019

Smart Seat: toilet seat changes color with urine spills.
Sun Safe: keep sunscreen effective in hot environments.
EcoCase: phone case made from everyday recyclables.
Gtech: climate-responsive clothing line.
Windshield: portable solution to protect sheet music.
Traveler: affordable musical instruments and lessons.
LAMTK: solution to prevent flat tires.
NarcoClear: OTC test to detect contamination in drugs.
Genius: history-themed card game.
Go Getters: device to help keep track of lip balm.
AR Drive: AR game to better teach driving skills.

RADFORD UNIVERSITY
Davis College of Business and Economics

BB&T

RADFORD UNIVERSITY
Center for Innovation and Analytics

brian cork COACHING

Venture Lab

LIGHTHOUSE LABS

Weekly Activity in Semester Long Challenge →

Promotion O 1 | Sign Up O 2 | Coaching O 3 | Coaching O 4 | Coaching O 5 | Coaching O 6 | Coaching O 7 | Coaching O 8 | Posters O 9 | Coaching O 10 | Coaching O 11 | Coaching O 12 | Videos O 13 | Break O 14 | Live Pitch O 15

Thank you to our 2019 Coaches

Nancy Artis
Former VP Performance Associates

Krista Woods
Director of Stink Operations, GloveStix LLC

Mike Miller
CEO Avolant LLC

Cheryl Tucker
Small Business Development Council

Iain Clelland
Professor of Management Radford University

Somiah Lattimore
Managing Director, Lighthouse Labs University

Brian Cork
brian cork COACHING

1901 Group
LLC

New for 2019
- 9 Coaching sessions
- 68 Innovation Certifications
- $2,500 Accelerator Fund
- Membership to Venture Lab
- Ongoing Coaching

ExperienceInnovation™
in collaboration with IDEO

Venture Lab

brian cork COACHING | VIRGINIA SBDC | LIGHTHOUSE LABS

TO: Members of the Board of Visitors

FROM: Brian O. Hemphill, Ph.D.
           President

DATE: February 14, 2020

RE: President's Report

I want to thank you for the opportunity to update you and share my perspectives about our University as we have completed the Fall 2019 semester and have begun the Spring 2020 semester.

Winter 2019 Commencement

From December 12-14, 2019, the Radford family celebrated the academic achievements of the Class of 2019. As part of a series of events, the inaugural Commencement ceremony was held for Radford University Carilion (RUC) in which 130 students proudly walked across the stage at the Berglund Center. On the main campus, several Commencement ceremonies highlighted the success of undergraduate and graduates students in which more than 550 dedicated Highlanders became proud alumni. It was a special time that provided a wonderful conclusion to the Fall 2019 semester. I would like to thank members of the Board of Visitors who participated in the ceremonies and Rector Archer for providing greetings on behalf of the Board and words of encouragement to our graduates.

Provost Search

On January 14, 2020, I was pleased to announce the selection of Carolyn "Lyn" Ringer Lepre, Ph.D. as Radford University's Provost and Vice President for Academic Affairs, effective July 1, 2020, following completion of a comprehensive national search. As a proven administrator and respected scholar, Provost Lepre comes to Radford University following more than a decade long and highly successful tenure at Marist College, a selective comprehensive liberal arts institution with locations on the banks of the historic Hudson River in Poughkeepsie, New York, on Fifth Avenue in Manhattan, New York, and in classical Florence, Italy. Marist College is home to one of the highest freshman retention rates in the country with 89 percent of students returning for their second year compared to the national average of 72 percent.

From 2013 through present, Provost Lepre served as Dean, Interim Dean and Assistant Dean in the School of Communication and the Arts at Marist College. Upon joining Marist College in 2008, she served in a faculty role at the rank of Associate Professor in the School of Communication and the Arts. During her tenure, she served in multiple administrative appointments, including Chair of the Department of Communication and Director of the college-wide Honors Program.

In meeting with faculty members and many others before and during the search process, it was clear that Radford University greatly needed an academic leader with a dedication to Radford's tradition of teaching and learning, an appreciation for Radford's focus on student engagement and success, a passion for Radford's culture of service and teamwork and a drive for Radford's spirit of discovery and innovation. In selecting Provost Lepre, I am confident that the campus and the community will significantly benefit from her professional expertise and personal commitment.

Advocacy Day

From January 29-30, 2020, over 70 Radford University students, staff, and members of the Board of Visitors were in Richmond for the annual Advocacy Day event. This annual event would not be possible without the extensive planning efforts of Secretary to the Board of Visitors and Special Assistant to the President Karen Casteele and Vice President for Student Affairs Susan P. Trageser, Ed.D.

Advocacy Day participants toured the Executive Mansion, Supreme Court of Virginia, and the Capitol Building; met with General Assembly members and assembled in the Patrick Henry Building for a photo and brief meet-and-greet with Governor Northam. During their time in Richmond, the students shared specific University priorities and their personal Radford story with delegates and senators. Over 100 legislative offices were visited by the students. I appreciate the Board of Visitors members for participating in this annual event, which continues to receive positive feedback from student participants and state officials.

General Assembly Session

As previously mentioned, the Radford family recently visited the Capitol for Advocacy Day. In addition to this annual event, I, along with members of my team, have been meeting with legislators and executive branch officials to highlight the important work occurring at Radford University. The 2020 Virginia General Assembly session convened on January 8, 2020 and is expected to adjourn on March 7, 2020. There are approximately three weeks remaining in the General Assembly session. The House and Senate budgets will be released this coming Sunday and debated on the floor next week, and a Committee of Conference will be appointed in the near future in order to review and evaluate the differences between the House and Senate budgets.

Crossover occurred this past Tuesday, thereby marking the deadline for all legislation to be passed by the body of origin and crossed over to the other body for consideration. The following legislation is being closely monitored by the University.

- *Criminal History Background on Admissions Applications.* The House Education Committee reported a substitute version of the House bill. The substitute version of HB 1322 contains a delayed enactment clause of January 1, 2021; in addition, the substitute version permits institutions to inquire about criminal history background for admitted students before they enroll at an institution and allows institutions to subsequently rescind offers of admission to anyone the institution determines to pose a threat to the university community.

The Senate version of this legislation, SB 99, was favorably recommended for reporting when it was heard in subcommittee. However, when the bill came up for discussion during the full Senate Education and Health Committee meeting, committee members expressed concerns with the legislation, even though the patron agreed to several friendly amendments offered by the higher education community. The committee opted to PBI (pass by indefinitely) the legislation. It is unknown at this time if the committee will make the same motion on HB 1322 when it is heard later this month.

- *Presidential Compensation.* SB 147 was stricken by the patron after hearing the concerns expressed by the higher education community.

- *Student Approval of Tuition and/or Fee Increases.* There were several bills introduced this year which would have required student approval of tuition and/or fee increases. SB 146, which would have required 2/3 of enrolled undergraduate students to approve an increase in tuition and mandatory fees, was stricken by the patron after hearing the concerns expressed by the higher education community. HB 803, which would have required a campus referendum and student approval for any proposed increase of student activity fees greater than 2%, was heard in subcommittee, but failed due to a lack of a motion.

- *Board of Visitors Student Representative.* HB 1157, which would have given voting privileges to BOV student representatives was heard in subcommittee, which adopted a substitute version of the legislation, but recommended that the bill be carried over and studied before the 2021 General Assembly session.

- *Student-Athlete Compensation.* The Higher Education Subcommittee of the House Appropriations Committee heard HB 300 and recommended that the bill be tabled and studied by SCHEV. Likewise, the higher education subcommittee of the Senate Education and Health Committee recommended that a substitute version of SB 464 be reported; however, the full Committee expressed concerns about the legislation and potential impact to NCAA eligibility, and carried over the bill until the 2021 General Assembly and have SCHEV study the issue in the interim.

- *Student Journalists.* The House Education Committee reported a substitute version that stripped out K-12 and the legislation now only applies to higher education. HB 36 passed the House last week (86-14). The Senate Education and Health Committee expressed concerns when the Senate version of the bill was heard last week, but the majority of their concerns were with the K-12 provisions.

- *Foundations/Donations.* HB 1529, which would require documentation of gifts and subject the document to FOIA provisions, was amended and reported by the House Education Committee. The substitute version of HB 1529 includes changes suggested by the higher education community; as currently drafted, the legislation only applies to gifts that direct academic decision-making and gifts of $1 million or more that impose a new obligation on institutions, excluding scholarships and other financial aid.

HB 1223, which would require Foundations to release an annual report with specific data relating to the percentage of expenditures used for faculty compensation, equipment and technology, scholarships, and other items, was reported by the House Education Committee and is currently on the House floor.

- *Remedies for Student Violations.* HB 228, which would have permitted students or student organizations aggrieved by a violation of certain provisions of law to bring a cause of action against an institution or employee, among other provisions, failed to be recommended for reporting when it was heard in subcommittee.

- *Six-Year Plans.* The legislation which would require institutions to include tuition discounting information in their Six-Year Plans, was heard last week and stricken at the request of the House and Senate patrons (HB 1095, SB 895).

- *In-State Tuition.* Movement occurred on several bills last week relating to expanding in-state tuition benefits. SB 935 would expand in-state eligibility to students meeting certain criteria, regardless of immigration status; the bill was reported by the Senate Finance and Appropriations Committee and is on the Senate floor. Likewise, HB 1547, the House companion bill, was reported by the House Appropriations Committee and then on the House floor.

  A substitute version of HB 1179 was reported by the House Appropriations Committee and is on the House floor; the legislation would grant in-state tuition benefits to refugees living in the Commonwealth who meet certain conditions.

  HB 447, which would waive the continuous enrollment requirement for certain conditions for active duty personnel, was reported by the House Appropriations Committee and is on the House floor.

  Also, the House Appropriations Committee reported HB 456, which would require institutions to provide a tuition and fee refund paid by any veteran student for any course from which he is forced to withdraw due to a service-connected medical condition.

- *State Agencies/Employment.* HB 582, which would allow collective bargaining for state and local employees, including employees at public institutions, passed the House last week; there is now an updated fiscal impact statement which outlines the potential costs associated with passage of the legislation. Likewise, SB 939, the Senate version of collective bargaining, which is permissive and currently only includes local employees, was reported by the Senate Finance and Appropriations Committee and is on the Senate floor.

Throughout the remainder of the session, Radford will share its support of the Governor's budget, which included $101 million for the Center for Adaptive Innovation and Creativity, as well as increased funding for financial aid. Additionally, we will continue to advocate for operational support for Radford University Carilion (RUC) in order to decrease tuition to better align with

main campus rates. Finally, we are joining other public institutions in the Commonwealth in support of salary increases for faculty and staff.

Student Engagement and Success

On Tuesday of this week, I shared a campus message with faculty and staff regarding student engagement and success at Radford University. The message referenced the inaugural Retention Summit held in January 2019 followed by extensive work with Ruffalo Noel Levitz and collaborative work of the Task Force on New Student and Family Programs, Student Success and Retention, and Academic Advising. Executive summaries of the RNL partnership and Task Force recommendations were provided.

At Radford University, students always come first. And, by working tirelessly to enhance student engagement and success, we are making significant progress in both establishing and implementing actionable plans and measurable results. As such, I was pleased to formally make a campus-wide announcement regarding the co-location of professional advisors in partnership with staff from the Office of New Student and Family Programs and the Office of Student Success and Retention in a one-stop shop configuration to more effectively serve our students. Beginning with the Fall 2020 semester, the Academic Success Center, comprised of representatives from various academic and functional areas, will be co-located in Young Hall and seamlessly working together for the benefit of our students!

As we establish the Academic Success Center and implement the thoughtful recommendations from the aforementioned RNL and Task Force reports, I asked for the continued partnership and active participation of the campus community in renewing Radford's commitment to the engagement and success of current and future Highlanders.

Reed and Curie Halls Ribbon Cutting

On Wednesday of this week, I was honored to host a ribbon cutting for the newly renovated Reed and Curie Halls with a brief program followed by a campus-wide reception and self-guided tours with stops in the Unmanned Aerial Vehicle Center and Geohazards and Unmanned Systems Research Center; Geology Maker Lab; Artis Cybersecurity Training and Education Lab; Tree Ring Lab; Geographic Information System Center and Virtual Reality Lab; Insectarium and Invertebrate Research Lab; Physics Wind Tunnel Lab; Physics Faculty Student Research Lab; Chemistry Instrumentation Lab; and Inorganic Chemistry Research Lab. With the completion of a $33 million renovation to existing Artis College of Science and Technology academic and office spaces and complementing the construction of the adjacent Center for the Sciences, Reed and Curie Halls are now the state-of-the-art home to the Departments of Geology, Geospatial Science and Physics; Office of the Dean; Cybersecurity Center; the Greenhouse; and support spaces for the Departments of Biology and Chemistry.

Spring 2020 Commencement

Yesterday, it was announced that alumna Nancy E. Artis '73 will serve as the keynote speaker for the Spring Commencement ceremonies. The RUC ceremony will be held on Friday, May 8, 2020 beginning at 10:00 AM at the Berglund Center. The main campus undergraduate ceremony will be held on Saturday, May 9, 2020 beginning at 10:30 AM on Moffett Lawn. Approximately 1,750 students are expected to graduate.

The Spring Commencement website, available at https://www.radford.edu/content/spring-commencement/home.html, provides information for the main ceremony and college-based receptions, as well as the College of Graduate Studies and Research Hooding and Commencement ceremony to be held on Friday, May 8, 2020. Board members are invited to participate in the Commencement ceremonies and will be receiving additional information about the events.

This concludes my report.

Radford University Board of Visitors

February 14, 2020

Action Item
Compliance with Debt Management Policy

Item:
Adoption of a Resolution certifying that Radford University is in compliance with its Debt Management Policy. In addition, this certification is required annually by the Secretary of Finance for the Commonwealth of Virginia as part of Institutional Performance reporting.

Background:
The 2005 Session of the General Assembly adopted, and the Governor signed, legislation that provides Radford University and all other public colleges and universities in the Commonwealth the opportunity to attain certain authority and autonomy to manage its academic and administrative affairs more efficiently and effectively through implementation of the Restructured Higher Education Financial and Administrative Operations Act. At its meeting on June 30, 2005, the Radford University Board of Visitors approved a Resolution of Commitment allowing the University to exercise restructured financial and operational authority as identified in the Restructuring Act.

The 2015 Virginia Acts of Assembly, Chapter 665 includes a requirement in the General Provisions related to Higher Education Restructuring. §4-9.01 requires, in part, that: *"Consistent with §23-9.6:1.01* [recodified as §23.1-206], *Code of Virginia, the following education-related and financial and administrative management measures shall be the basis on which the State Council of Higher Education shall annually assess and certify institutional performance. Such certification shall be completed and forwarded in writing to the Governor and the General Assembly no later than October 1 of each even-numbered year. Institutional performance on measures set forth in paragraph D of this section shall be evaluated year-to-date by the Secretaries of Finance, Administration, and Technology as appropriate, and communicated to the State Council of Higher Education before October 1 of each even-numbered year. Financial benefits provided to each institution in accordance with § 2.2-5005 will be evaluated in light of that institution's performance."*

The Secretary of Finance collects information to fulfill the reporting requirements as they relate to paragraph D-Financial and Administrative Standards, specifically §4-9.01 d.2. which states: *"Institution complies with a debt management policy approved by its governing board that defines the maximum percent of institutional resources that can be used to pay debt service in a fiscal year, and the maximum amount of debt that can be prudently issued within a specified period."* To assess this measure, the Secretary of Finance is seeking a statement from the Board of Visitors certifying Radford University's compliance with said policy and the effective date of that policy.

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Schedule A below provides the required ratio calculation and demonstrates the University is in compliance with its Debt Management Policy. Currently, as disclosed in the 2019 unaudited annual financial statements, the University's debt obligations including affiliated foundation total $102,048,642 which is mainly attributable to the Student Recreation and Wellness Center, Renovations of four Residence Hall projects, and the affiliated foundation property acquisition.

Schedule A
RADFORD UNIVERSITY **DEBT MANAGEMENT POLICY RATIO**
The calculation reflects June 30, 2019 unaudited Financial Statements for Total Operating Expenses (as defined in the University's Debt Management Policy); however, Annual Debt Service reflects expected payments as of June 30, 2020.

Board Approved Ratios	Range	Formula	Unaudited Financial Statements as of 6/30/2019	
Debt Burden Ratio Max Annual Debt Service as % of Operating Expenses	< 7%	Annual Debt Service* ——————— Total Operating Expenses*	$5,806,579 $247,581,113	2.35%

* Ratio includes Radford University Foundation

The Debt Management Policy also identifies that an annual report shall be prepared for review by the Board of Visitors. The notes to the annual financial statements provide the required elements to comply with the Debt Management Policy. Below are the Financial Statement Notes related to outstanding obligations that were prepared for the year ending June 30, 2019 (unaudited):

NOTE 6: Long-Term Debt

Notes Payable—Pooled Bonds

The University issued 9(d) bonds by participating in the Public Higher Education Financing Program (Pooled Bond Program) created by the Virginia General Assembly in 1996. Through the Pooled Bond Program, the Virginia College Building Authority (VCBA) issues 9(d) bonds and uses the proceeds to purchase debt obligations (notes) of the University and various other institutions of higher education. The University's general revenue secures these notes. The composition of notes payable at June 30, 2019, is summarized as follows:

Notes Payable - Pooled Bonds:	Interest Rates at Issuance	Maturity at Issuance
Student Fitness Center		
Series 2009B, $3.720 million par amount	2.00% - 5.00%	September 1, 2029
Series 2016A, $2.285 million par amount – partial refunding of Series 2009B	3.00% - 5.00%	September 1, 2029
Series 2011A, $4.235 million par amount	3.00% - 5.00%	September 1, 2031
Series 2012B, $11.155 million par amount	3.00% - 5.00%	September 1, 2032
Series 2013A, $4.865 million par amount	2.00% - 5.00%	September 1, 2033

Bonds Payable—9c

The University has issued bonds pursuant to section 9(c) of Article X of the Constitution of Virginia. Section 9(c) bonds are general obligation bonds issued by the Commonwealth of Virginia on behalf of the University. They are secured by the net revenues of the completed project and the full faith, credit and taxing power of the Commonwealth of Virginia.

The composition of bonds payable at June 30, 2019, is summarized as follows:

Bonds Payable - 9c:	Interest Rates at Issuance	Maturity at Issuance
Renovation of Washington Hall (residence hall)		
Series 2013A, $5.040 million par amount	2.00% - 5.00%	June 1, 2033
Renovation of Pocahontas, Bolling, Draper (residence halls)		
Series 2014A, $11.080 million par amount	2.00% - 5.00%	June 1, 2034
Series 2015A, $8.820 million par amount	2.00% - 5.00%	June 1, 2035
Series 2016A, $7.160 million par amount	3.00% - 5.00%	June 1, 2036

Installment Purchase Obligations

The University completed obligations under an installment purchase agreement initiated in January 2009 during FY19. The capitalized value of the asset purchased under this installment purchase agreement is $114,460 and the repayment term is 10 years at an interest rate of 2.087 percent. The last payment was made in FY19 so the balance is now $0.

A summary of changes in long-term debt for the year ending June 30, 2019, is presented as follows:

	Beginning Balance	Additions	Reductions	Ending Balance	Current Portion	Noncurrent Portion
Governmental activities:						
Notes payable – pooled bonds	$21,145,688	$ -	$1,141,274	$20,004,414	$1,030,000	$18,974,414
Bonds payable - 9c	31,235,617	-	1,364,684	29,870,933	1,260,000	28,610,933
Installment purchase obligations	12,566	-	12,566	-	-	-
*Total long-term debt	$52,393,871	$ -	$2,518,524	$49,875,347	$2,290,000	$47,585,347

*No amounts considered direct borrowings or direct placements.

Future principal and interest payments on long-term debt are as follows:

	Governmental Activities			
	Notes Payable Pooled Bonds		Bonds Payable - 9c	
Fiscal Year Ending	Principal	Interest	Principal	Interest
30-Jun-20	1,030,000	698,006	1,260,000	1,059,500
30-Jun-21	1,085,000	650,181	1,320,000	996,500
30-Jun-22	1,135,000	596,731	1,395,000	930,500
30-Jun-23	1,190,000	539,681	1,465,000	860,750
30-Jun-24	1,250,000	482,006	1,530,000	787,500
2025-2029	6,965,000	1,679,434	8,695,000	2,917,025
2030-2034	5,705,000	405,325	10,000,000	1,246,988
2035-2036	-	-	1,625,000	63,900
Unamortized Premium	1,644,415	-	2,580,932	-
Total	$20,004,415	$5,051,364	$29,870,932	$8,862,663

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Long-Term Debt Defeasance

During fiscal year 2017, the Commonwealth of Virginia, on behalf of the University, issued pooled bonds Series 2016A for $2,285,000 with interest rates of 3.0 to 5.0% to advance refund $2,305,000 of Series 2009B pooled bonds. The bonds, issued at a premium of $470,852, are used to provide funds for debt service savings for the Commonwealth. The net proceeds were deposited in an irrevocable trust with an escrow agent to provide for future debt service payments on the refunded bonds.

The advanced refunding resulted in a deferred accounting loss of $296,927 for the University, which is being amortized to interest expense over the life of the new debt. At June 30, 2019, $229,273 of the unamortized deferred loss is reported on the Statement of Net Position as a deferred outflow of resources. The defeasance will reduce the University's total debt service obligation by $184,341 over 13 years. The debt service savings discounted at a rate of 1.849% results in an economic gain of $167,810.

For financial reporting purposes, these notes payables are considered an in-substance defeasance and have therefore been removed from the long-term debt payable line item of the Statement of Net Position. The assets in escrow have similarly been excluded. On June 30, 2019, $2,305,000 from Series 2009B 9(d) VCBA pooled bonds was considered defeased and outstanding.

NOTE 19E: Component Unit Financial Information

The following is a summary of the outstanding notes payable at June 30, 2019:

Note payable in monthly installments calculated on a 10-year amortization with a balloon payment of remaining amount in May 2020, interest payable at LIBOR plus 1.48 percent (3.91% and 3.585% at June 30, 2019 and 2018, respectively). Unsecured.	$333,792
Note payable in monthly installments of $2,601 through November 2020, interest payable at 1.54%. Secured by deposit accounts maintained by and investment property held with the institution.	43,520
Notes payable in monthly installments calculated on a 25-year amortization with a balloon payment of remaining amount in May 2021, with Interest payable at LIBOR plus 0.82 (3.22% and 2.91% at June 30, 2019 and 18, respectively). Secured by real estate and deposit accounts maintained by and investment property held with the institution. Additionally, secured by an assignment of leases and rents.	397,911
Notes payable in monthly installments calculated on a 25-year amortization with a balloon payment of remaining amount in May 2023, with Interest payable at LIBOR plus 0.82 (3.22%	446,379

and 2.91% at June 30, 2019 and 2018 respectively). Secured by real estate and deposit accounts maintained by and investment property held with the institution. Additionally, secured by an assignment of leases and rents.

Notes payable in monthly Interest only payments through April 2020, then monthly Installments calculated on a 23-year amortization with a balloon payment of the remaining amount In April 2025. Interest payable at LIBOR plus 0.82 (3.26% and 2.91% at June 30, 2019 and 2018, respectively). Secured by real estate and deposit accounts maintained by and investment property held with the institution. Additionally, secured by an assignment of leases and rents.   22,500,000

Notes payable in monthly Interest only payments through April 2020, then monthly installments calculated on a 23-year amortization with a balloon payment of remaining amount In April 2025. Interest payable at 4.20%. Secured by real estate and deposit accounts maintained by and investment property held with the institution.   Additionally, secured by an assignment of leases and rents.   10,000,000

Notes payable in monthly installments on a 15-year amortization with a balloon payment of remaining amount in June 2024, Interest payable at 3.72%. Secured by real estate and deposit accounts maintained by and investment property held with the institution.   Additionally, secured by an assignment of leases and rents. Secured by real estate and assignment of leases and rent.   210,000

Total long-term debt	$33,931,602

Future principal payments on notes payable for years ending June 30 are as follows:

2020	$569,660
2021	1,449,703
2022	1,087,670
2023	1,500,434
2024 and thereafter	29,324,135
Total long-term debt	$33,931,602

Notes payables are subject to certain affirmative and negative covenants.   Management believes the Foundation has complied with all covenants as of June 30, 2019.

Action:
Board of Visitors adoption of a Resolution of Compliance with the Radford University Debt Management Policy.

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Radford University Board of Visitors
Resolution
Compliance with Debt Management Policy

WHEREAS, the 2005 Session of the General Assembly adopted, and the Governor signed, legislation that provides Radford University and all other public colleges and universities in the Commonwealth the opportunity to attain certain authority and autonomy to manage its academic and administrative affairs more efficiently and effectively through implementation of the Restructured Higher Education Financial and Administrative Operations Act, and

WHEREAS, on June 30, 2005, the Radford University Board of Visitors approved a Resolution of Commitment allowing the University to exercise restructured financial and operational authority as identified in the Restructuring Act, and

WHEREAS, the Governor has established financial and management measures on which annual assessment and certification of institutional performance will be evaluated, and

WHEREAS, the financial and management measures require the Radford University Board of Visitors to approve a Debt Management Policy, and

WHEREAS, the Radford University Board of Visitors approved such Debt Management Policy at its March 30, 2007, meeting; revisions to this policy were approved by the Board of Visitors at its August 23, 2007, November 12, 2010, and February 8, 2012 meetings, and

WHEREAS, Schedule A demonstrates that the University meets the requirements outlined in the Debt Management Policy; and

WHEREAS, the Board of Visitors must annually certify Radford University's compliance with the approved Debt Management Policy to the Secretary of Finance for the Commonwealth of Virginia;

NOW, THEREFORE, BE IT RESOLVED, this resolution approved by the Radford University Board of Visitors certifies that the University is in compliance with its Debt Management Policy.

Adopted: February 14, 2020

Robert A. Archer
Rector
Radford University Board of Visitors

Karen Casteele
Secretary to the Board of Visitors
Radford University

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RADFORD UNIVERSITY BOARD OF VISITORS

February 14, 2020

Action Item
Approval of the Radford University Guidelines for Projects under PPEA

Item:

Approval of the Radford University Guidelines for Projects under the Public-Private Education Facilities and Infrastructure Act of 2002.

Background:

The Public-Private Education Facilities and Infrastructure Act of 2002 (PPEA), as amended is the legislative framework enabling departments, agencies and institutions of the Commonwealth of Virginia, as well as local governments and certain other public bodies, to enter agreements authorizing private entities to develop and/or operate qualifying projects as defined in the Act.

The Act grants responsible public entities authority to create public-private partnerships for development of a wide range of projects for public use if the public entities determine there is a need for such projects and that private involvement may provide the project in a more timely or cost-effective fashion, lead to productivity or efficiency improvements in the public entities' processes or delivery of services, considering, among other things, the probable scope, complexity or priority of the project; risk sharing including guaranteed cost or completion guarantees; added value or debt or equity investments proposed by the private entity; or an increase in funding, dedicated revenue source or other economic benefit that would not otherwise be available.

Responsible public entities are required to adopt and make publicly available guidelines that are sufficient to enable the public entity to comply with the requirements of the PPEA. Accordingly, these guidelines have been created to be approved by the Radford University Board of Visitors. The University will follow these guidelines in the review and acceptance of proposals and projects.

Action:

Radford University Board of Visitors approval of the Radford University Guidelines for Projects under the Public-Private Education Facilities and Infrastructure Act of 2002, as presented.

Radford University Board of Visitors
RESOLUTION

Approval of the Radford University Guidelines for Projects under PPEA
February 14, 2020

BE IT RESOLVED, the Radford University Board of Visitors approves the Radford University Guidelines for Projects under the Public-Private Education Facilities and Infrastructure Act of 2002, as presented in Appendix A.

Adopted: February 14, 2020

Robert A. Archer
Rector
Radford University Board of Visitors

Karen Casteele
Secretary to the Board of Visitors
Radford University

Goals

- Community Building

- Bridging the Gap

- Increase Highlander Spirit

RADFORD UNIVERSITY

Highlander Spirit

- Boost Student Morale

- Athletic Events
  - Increase attendance at athletic events

- School Chant

Student Representative
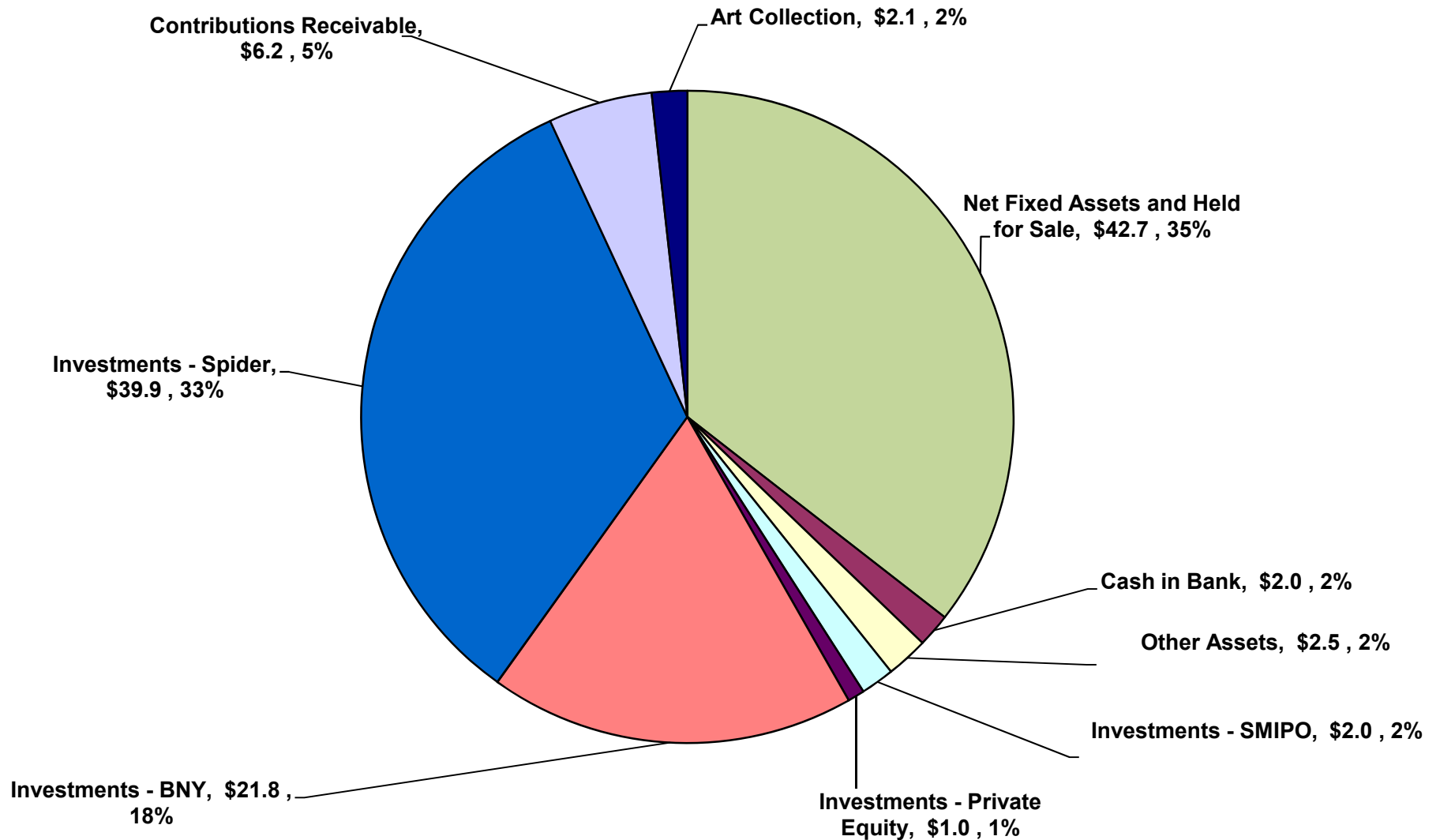
RADFORD UNIVERSITY

Update

- Highlander Believers Committee

- Boosting Student Morale

Student Representative   RADFORD UNIVERSITY

Questions?

RADFORD UNIVERSITY

Radford University Foundation
Asset Composition as of 12/31/19

Contributions Receivable, $6.2 , 5%

Art Collection, $2.1 , 2%

Net Fixed Assets and Held for Sale, $42.7 , 35%

Investments - Spider, $39.9 , 33%

Cash in Bank, $2.0 , 2%

Other Assets, $2.5 , 2%

Investments - SMIPO, $2.0 , 2%

Investments - BNY, $21.8 , 18%

Investments - Private Equity, $1.0 , 1%

**(in millions)
Total Assets: $120.2M**

End of Board of Visitors Materials