

RADFORD UNIVERSITY

Board of Visitors

BUSINESS AFFAIRS AND AUDIT COMMITTEE MEETING

12:00 P.M.

DECEMBER 2, 2021

**MARY ANN JENNINGS HOVIS MEMORIAL BOARD ROOM
MARTIN HALL, THIRD FLOOR, RADFORD, VA**

DRAFT MINUTES

COMMITTEE MEMBERS PRESENT

Dr. Debra K. McMahon, Chair
Mr. Mark S. Lawrence, Vice Chair
Dr. Susan Whealler Johnston
Ms. Nancy Angland Rice
Mr. Marquett Smith

BOARD MEMBERS PRESENT

Mr. Robert A. Archer, Rector
Dr. Jay A. Brown, Vice Rector
Dr. Thomas Brewster
Ms. Krisha Chachra
Dr. Rachel D. Fowlkes
Ms. Lisa W. Pompa
Mr. David A. Smith
Ms. Georgia Anne Snyder-Falkinham
Ms. Lisa Throckmorton

OTHERS PRESENT

Dr. Carolyn R. Lepre, Interim President
Mr. Mike Biscotte, Director, Facilities Planning and Construction
Ms. Karen Castele, Secretary to the Board of Visitors and Special Assistant to the President
Mr. Jorge Coartney, Assistant Vice President for Facilities Management
Ms. Stephanie Jennelle, Associate Vice President for Finance and University Controller
Dr. Angela Joyner, Interim Chief of Staff
Ms. Deb Love, Senior Assistant Attorney General, Education Section Chief
Dr. Stockton Maxwell, Associate Professor of Geospatial Science
Ms. Margaret McManus, University Auditor
Mr. Josh Nease, Sustainability Manager
Mr. James Perkins, Director of University Services

Mr. Chad A. Reed, Vice President for Finance and Administration and Chief Financial Officer
Dr. Orion Rogers, Interim Provost and Vice President for Academic Affairs
Ms. Tricia S. Smith, Associate Vice President for Student Life
Dr. Susan Trageser, Vice President for Student Affairs

CALL TO ORDER

Dr. Debra K. McMahon, Chair, formally called the meeting to order at 12:00 p.m. in the Mary Ann Jennings Hovis Memorial Board Room. Dr. McMahon welcomed everyone to the December meeting of the Business Affairs and Audit Committee.

APPROVAL OF AGENDA

Dr. McMahon asked for a motion to approve the December 2, 2021 meeting agenda, as published. Ms. Nancy Angland Rice so moved, Mr. Marquett Smith seconded, and the motion carried unanimously.

APPROVAL OF MINUTES

Dr. McMahon asked for a motion to approve the minutes of the September 9, 2021 meeting of the Business Affairs and Audit Committee, as published. Mr. Marquett Smith so moved, Ms. Rice seconded, and the motion carried unanimously.

REPORTS AND RECOMMENDATIONS

University Auditor's Report

University Auditor Margaret McManus presented an oral report on the review of University Discretionary Fund expenditures for the quarter ended September 30, 2021. One hundred percent of the fund's expenditures were reviewed, and all were found in compliance with the Board of Visitors' guidelines. Ms. McManus also presented audit reports on Financial Aid-Enrollment Reporting and CARES Act – Reporting. A Follow-Up Audit Status Report was also presented.

Capital Projects Update

Vice President for Finance and Administration and Chief Financial Officer Chad A. Reed provided an update on capital projects currently in progress. Vice President Reed addressed the status of the Artis Center for Adaptive Innovation and Creativity, including bid overruns resulting in the submission of a budget appeal package to request additional relief.

Succession Planning Update

Vice President Reed provided an update of the University's Succession Plan submitted to the Virginia Department of Human Resource Management. The University's Succession Plan is divided into five key elements: identifying key positions, identifying job requirements, identifying and building competencies, identifying successor(s) and assessing progress.

ACTION ITEMS:

Recommendation for Approval of Radford University's Span of Control Policy

Vice President Reed presented the University's Span of Control Policy. This policy establishes guidelines for establishing and reviewing the spans of control within the University's organizational structure to improve efficiency and effectiveness. Dr. McMahon asked for a motion to recommend the Span of Control Policy, as presented, to the full Board for approval. Dr. Susan Whealler Johnston so moved, Ms.

Rice seconded, and the motion carried unanimously. A copy of the proposed resolution and policy are attached hereto as *Attachment A* and is made a part hereof.

Recommendation for Approval of Radford University’s Sustainability and Climate Action Plan

Vice President Reed, as well as the chairs of the Sustainability Task Force subcommittees, including Mr. Jorge Coartney, Dr. Stockton Maxwell, Mr. Josh Nease, Mr. James Perkins, Dr. Orion Rogers and Ms. Tricia S. Smith, presented the Sustainability and Climate Action Plan. This plan provides the history and guidelines to successfully complete “The Path to 2040: The Radford University Sustainability and Climate Action Plan.” Dr. McMahon asked for a motion to recommend the Sustainability and Climate Action Plan, as presented, to the full Board for approval. Mr. Marquett Smith so moved, Dr. Johnston seconded the motion, and the motion carried unanimously. A copy of the proposed resolution and plan are attached hereto as *Attachment B* and is made a part hereof.

ADJOURNMENT

With no further business to come before the committee, Dr. McMahon adjourned the meeting at 1:04 pm.

Respectfully submitted,

Pamela Fitchett
Administrative Assistant to the Vice President for Finance and Administration
and Chief Financial Officer

Policy Title: Span of Control Policy	Effective Date:
Policy Number: HR-PO-1405	Date of Last Review: NEW
Oversight Department: Department of Human Resources	Next Review Date:

1. PURPOSE

The *Span of Control Policy* for Radford University (University) establishes guidelines for establishing and reviewing the spans of control within the University's organizational structure to improve efficiency and effectiveness.

2. APPLICABILITY

The *Span of Control Policy* applies to all organizational units, including but not limited to, colleges, schools, divisions, and departments of the University.

3. DEFINITIONS

Direct Reports: Employees whose performance is managed by a particular supervisor.

Division Head: President, Provost, or applicable vice president.

Enterprise Resource Planning (ERP) System: Enterprise resource planning (ERP) refers to a type of software that organizations use to manage day-to-day business activities such as accounting, budgeting, human resources, payroll, and procurement.

Span of Control: The average number of direct reports for which each supervisor is responsible.

Supervisor: The employee who has primary responsibility for making decisions on hiring, assignment and monitoring of work, and performance management of other employees.

4. POLICY

- A. Radford University's overall target span of control is three (3) or more direct reports per supervisor.
- B. The circumstances that necessitate the use of a supervisory position include when specific technical knowledge is required to effectively manage employees, when safety requires more direct management of employees, and if a supervisory position is required to comply with state or federal law.
- C. Establishing a supervisory role for the purpose of retaining or recruiting a new employee is not permitted.

- D. Recognizing that the minimum supervisory span of three (3) may not be achievable or appropriate in all circumstances, exceptions may be approved by the division head in consultation with the Department of Human Resources (Human Resources).

5. PROCEDURES

A. Monitoring and Tracking Spans of Control

1. Span of control will be monitored and maintained by the Human Resources using data within the University's enterprise resource planning (ERP) system.
2. Division heads are required to submit updated organizational charts on an annual basis to the Human Resources. The organizational chart deadline will be designated and communicated by Human Resources.
3. Human Resources will annually calculate the number of direct reports for supervisors and the average and median spans of control for each division, and identify all supervisors with fewer than three direct reports. Human Resources will then create a report on the University's spans of control which is communicated to the President.
4. Exceptions may be made by Human Resources at the recommendation of a division head in cases of business necessity. Examples of business necessity include, but are not limited to, fulfilling statutory requirements, ensuring the safety of employees or students, or working supervisors who supervise only one employee.

B. Changes that Impact Spans and Layers

1. The division head, dean, director, or department head, in consultation with Human Resources, will assess the organizational impact of changes on span of control. Such changes present opportunities to facilitate improved span of control. Organizational changes that may result in an assessment being conducted include but are not limited to:
 - a. Vacancies
 - b. Organizational restructuring
 - c. Department consolidation
 - d. Transfers of supervisors to other departments
 - e. Elimination of supervisory positions
 - f. Creation of new positions
 - g. Retirements
2. Upon turnover or departmental reorganizations that involve decentralized personnel that perform operational functions similar to those performed by central administrative units, efforts should be made to determine whether responsibilities can be reallocated to the relevant central administrative unit.

6. EXCLUSIONS

This policy does not apply to teaching and research faculty, special purpose faculty, or adjunct faculty.

7. APPENDICES

None

8. REFERENCES

[2017 Virginia Acts of Assembly Ch. 836 § 4-9.04 \(a\)3,4,5](#)

9. INTERPRETATION

The authority to interpret this policy rests with the President of the University and is generally delegated to the Vice President for Finance and Administration & Chief Financial Officer.

10. APPROVAL AND REVISIONS

New policy.

For general information concerning University policies, contact the [Office of Policy and Tax Compliance](#) – (540) 831-5794. For questions or guidance on a specific policy, contact the Oversight Department referenced in the policy.

RADFORD UNIVERSITY BOARD OF VISITORS
Business Affairs & Audit Committee
December 2, 2021

Action Item
Approval of the Span of Control Policy

Item:

Approval of the Span of Control Policy.

Background:

In 2012, the General Assembly directed the Joint Legislative Audit and Review Commission (JLARC) to study the cost efficiency of the Commonwealth's institutions of higher education and to present options and recommendations for reducing the cost of public higher education in Virginia. In 2014, JLARC issued a report with a focal point of reviewing organizational structures for reducing cost.

As stated in the study, JLARC staff used "spans of control" analysis to identify opportunities to improve the efficiency of support functions at four-year public institutions in Virginia. In some organizations, there are too many supervisors, which may lead to unnecessary layers of management between front-line employees and top executives. These layers can slow decision making and unnecessarily increase costs. These narrow spans of control (i.e. too few employees per supervisor), which sometimes point to structural inefficiency, are not unique to Virginia and have been found at other higher education institutions nationwide.

As a result of the study, Radford University contracted with an outside firm, Censeo, who performed an initial administrative assessment that determined the average span of control for the University to be 3.5 employees. A more detailed assessment was performed by Censeo in 2016 that provided greater detail at the division level of where potential organizational efficiencies could be gained.

Since 2016, monitoring span of control has been a continued focus of the University. When turnover or reorganizations have occurred, the University has remained committed to ensuring operational efficiencies and effectiveness are at the forefront of decision making. Recent examples of such monitoring and decision making include the combining of the University Relations and University Advancement leadership, as well as, the consolidation of the Division of Information Technology into the Division of Finance and Administration.

The Span of Control policy formalizes guidelines for establishing and reviewing the spans of control within the University's organizational structure to improve efficiency and effectiveness. The policy establishes an overall target span of control of three (3) or more direct reports per supervisor, defines the circumstances that necessitate the use of a supervisory position, and establishes a periodic review process.

Action:

Radford University Board of Visitors approval of the Span of Control Policy, as presented.

RADFORD UNIVERSITY BOARD OF VISITORS
RESOLUTION
Approval of the Span of Control Policy
December 3, 2021

BE IT RESOLVED, the Radford University Board of Visitors approves the Radford University Span of Control Policy as presented.

RADFORD UNIVERSITY BOARD OF VISITORS
Business Affairs & Audit Committee
December 2, 2021

Action Item
Approval of the Sustainability and Climate Action Plan

Item:

Approval of the Radford University Sustainability and Climate Action Plan

Background:

On November 13, 2020, President Brian O. Hemphill signed the Carbon Commitment, reaffirming Radford University's commitment to pursuing net carbon neutrality. The Carbon Commitment recognizes the increasing pace and detrimental impacts of climate change and the need for colleges and universities to exercise leadership in addressing the problem. At the core of the Carbon Commitment is the effort to reduce greenhouse gas emissions to net zero and to integrate sustainability and climate action into university curriculum and culture. The Carbon Commitment requires that signatory universities develop an implementation plan with a targeted carbon neutrality date.

In support of the reaffirmation, a Sustainability Task Force was created to develop a new Sustainability and Climate Action Plan that will guide the institution in fulfilling its Carbon Commitment pledge, embody the institution's Core Value of Sustainability, and support the University's mission.

The Task Force was designed to enhance cross-campus collaboration and develop strategies for advancing sustainability and achieving net carbon neutrality. The Task Force was comprised of thirteen appointed faculty, staff, and student members from across the University community. This team developed a sustainability and climate action plan that permeates University culture, trains students to be sustainability leaders, and establishes a framework for achieving net carbon neutrality. The Task Force convened at six-week intervals over eleven months to create the new Radford University Sustainability and Climate Action Plan. In addition to routine meetings, the Task Force subcommittees engaged stakeholders and made recommendations that strategically reduce carbon emissions and integrate sustainability and climate action into academics and university culture. Subcommittee focus areas included Academics, Engagement, Planning and Administration, Campus Services, and Operations.

The Sustainability and Climate Action Plan closely aligns with the University's 2018-2023 Strategic Plan: *Embracing the Tradition and Envisioning the Future* and 2020-2030 Master Plan. The fundamentals of sustainability are built into the University's Mission and Core Values, and the Sustainability and Climate Action Plan provides detailed, actionable items for improving sustainability performance and meeting the University's bold sustainability goals.

Action:

Radford University Board of Visitors approval of the Radford University Sustainability and Climate Action Plan, as presented.

Radford University Board of Visitors
RESOLUTION
Approval of the Sustainability and Climate Action Plan
December 3, 2021

BE IT RESOLVED, the Radford University Board of Visitors approves the Radford University Sustainability and Climate Action Plan as presented.

End of Board of Visitors Materials

