

New Member Orientation

September 7, 2022

RADFORD UNIVERSITY

Board of Visitors

RADFORD UNIVERSITY

Board of Visitors

NEW MEMBER ORIENTATION

SEPTEMBER 7, 2022

11:30 A.M. – 5:00 P.M.**

MARY ANN JENNINGS HOVIS MEMORIAL BOARD ROOM, MARTIN HALL

11:30 A.M.	LUNCH	President's Conference Room
12:30 P.M.	OPENING REMARKS	Deb McMahon, Ph.D., <i>Rector</i>
12:40 P.M.	WELCOME AND OVERVIEW OF THE DAY	Bret Danilowicz, Ph.D., <i>President</i>
12:50 P.M.	FACULTY REPRESENTATIVE	Kurt Gingrich, Ph.D., <i>Faculty Senate President</i>
12:55 P.M.	STUDENT REPRESENTATIVE	Michaela Baker, <i>Student Representative</i>
1:00 P.M.	ACADEMIC AFFAIRS	Marten denBoer, Ph.D., <i>Interim Provost and Vice President for Academic Affairs</i>
1:25 P.M.	ADVANCEMENT AND UNIVERSITY RELATIONS	Penny White, <i>Interim Vice President for Advancement and University Relations</i>
1:50 P.M.	ENROLLMENT MANAGEMENT	Craig Cornell, <i>Vice President for Enrollment Management</i>
2:15 P.M.	FINANCE AND ADMINISTRATION	Stephanie Jennelle, <i>Interim Vice President for Finance and Administration and Chief Financial Officer</i>
2:40 P.M.	BREAK	
2:50 P.M.	STUDENT AFFAIRS	Susan Trageser, Ed.D., <i>Vice President for Student Affairs</i>
3:15 P.M.	AUDIT AND ADVISORY SERVICES	Margaret McManus, <i>University Auditor</i>
3:35 P.M.	ECONOMIC DEVELOPMENT AND CORPORATE EDUCATION	Angela Joyner, Ph.D., <i>Vice President for Economic Development and Corporate Education</i>
4:00 P.M.	ATHLETICS	Robert Lineburg, <i>Athletics Director</i>
4:15 P.M.	CLOSED SESSION Virginia Freedom of Information Act §2.2-3711 (A) (8)	Deb McMahon, Ph.D., <i>Rector</i>
4:50 P.M.	REFLECTIONS AND WRAP-UP	Bret Danilowicz, Ph.D., <i>President</i>
5:00 P.M.	ADJOURNMENT	Deb McMahon, Ph.D., <i>Rector</i>

Page 2 of 68

****All start times are approximate only. Presentations may begin either before or after the listed approximate start time as members are ready to proceed.**

Academic Affairs

RADFORD
UNIVERSITY

Page 3 of 68

Serving Virginia

Meet needs of the Commonwealth and Southwest Virginia for **professional training** in healthcare, education, information technology, business, entrepreneurship

Enhance **student placement** in post-graduation employment and graduate school

Community outreach for economic development, internships and partnerships

Bring opportunities to underserved areas of Virginia for **higher education attainment** and **skills upgrades** for new careers

Students

Respond to **changing demographics** of who, when, and how students come to Radford University

Recruit, inspire, and graduate **talented, motivated students**
Strengthen **partnerships and pathways** for transfer students, degree completers, and adult learners

Provide flexible, creative instruction modalities

Deliver **wrap-around support** for all students through the new Highlander Success Center

Page 5 of 68

Faculty Development

The right faculty

Support for **innovation, initiatives,** and **programs**

Develop and disseminate successful methods in and beyond the classroom: experiential learning, work and project-based learning, internships, career readiness focus

Pursue **external** sources of funding and **strategically allocate internal** sources to foster change

Course **delivery via new modalities**

Workforce training: flexible to meet student needs

Accountability

Challenges

Enrollment and retention

Staffing, the Great Resignation

Faculty too

Changes in:

Student needs

Student populations

Workforce needs

Demographic cliff

Opportunities

Evident need for higher skills level in the region

Stable Commonwealth support for higher education

Raising student success

Support students in high workforce needs areas

 Flexible delivery (in-person, on-line, hybrid...)

Align faculty talents with student and regional needs

Strengthen faculty development and support for experiential learning

Leverage indirect cost revenue to support faculty, students, the region

Research for economic development and undergraduate student engagement

Advancement and University Relations

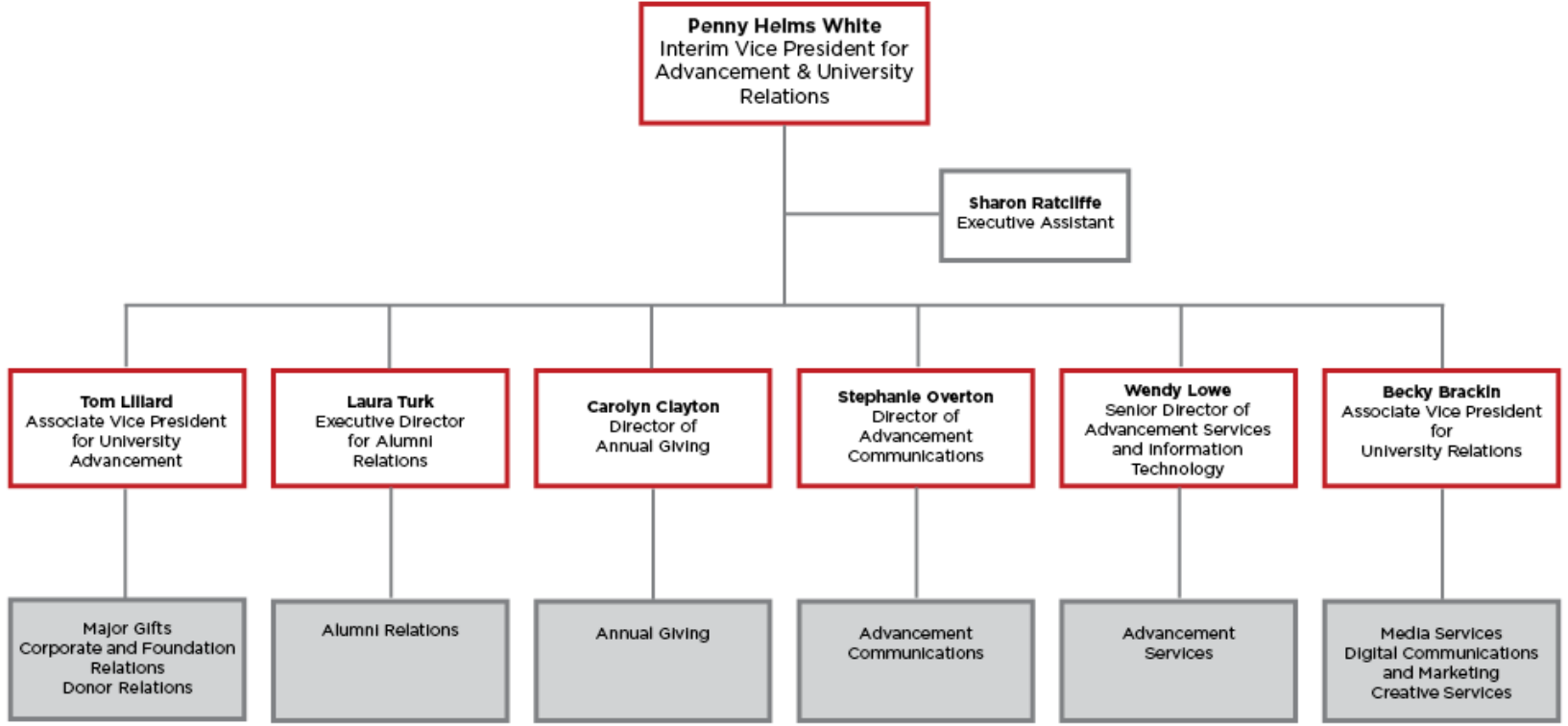
RADFORD
UNIVERSITY

Page 9 of 68

Advancement and University Relations

Office of the Vice President

- Major Gifts
 - Corporate and Foundation Relations
 - Donor Relations
- Annual Giving
- Advancement Services
 - Scholarship awards and stewardship
- Advancement Communications
- Alumni Relations
- University Relations
 - Media Services
 - Digital Communications and Marketing
 - Creative Services







ACCESS AND OPPORTUNITY

Provide accessible education for promising students →



ACADEMIC EXCELLENCE AND RESEARCH

Prepare students to excel in their fields of study →



STUDENT SUCCESS AND ENGAGEMENT

Create excellent opportunities and experiences →



THE ATHLETIC EXPERIENCE

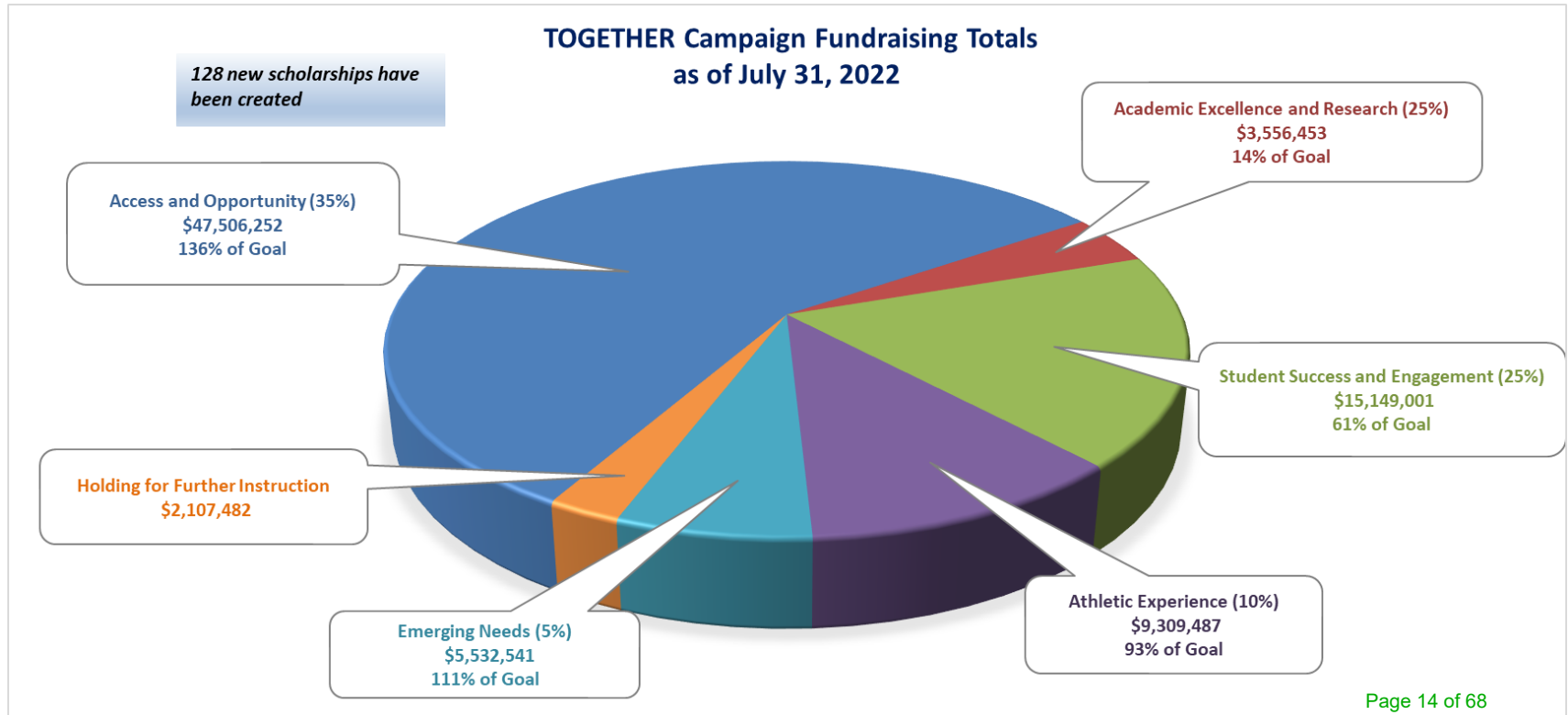
Promote excellence in competition and the classroom →



EMERGING NEEDS

Seize unexpected opportunities and discoveries →

Campaign Progress



Opportunities/Challenges

- Opportunities
 - TOGETHER - *The Campaign for Radford University*
 - Alumni engagement is strong, with over 1,000 volunteers annually
- Challenges
 - Alumni donor participation
 - Donor retention
 - Brand awareness

Strategic Goals

- Complete TOGETHER - *The Campaign for Radford University*
- Increase alumni engagement opportunities and alumni donor participation
- Improve donor relations, stewardship and donor retention
- Enhance university brand awareness

Questions?

Enrollment Management

RADFORD
UNIVERSITY

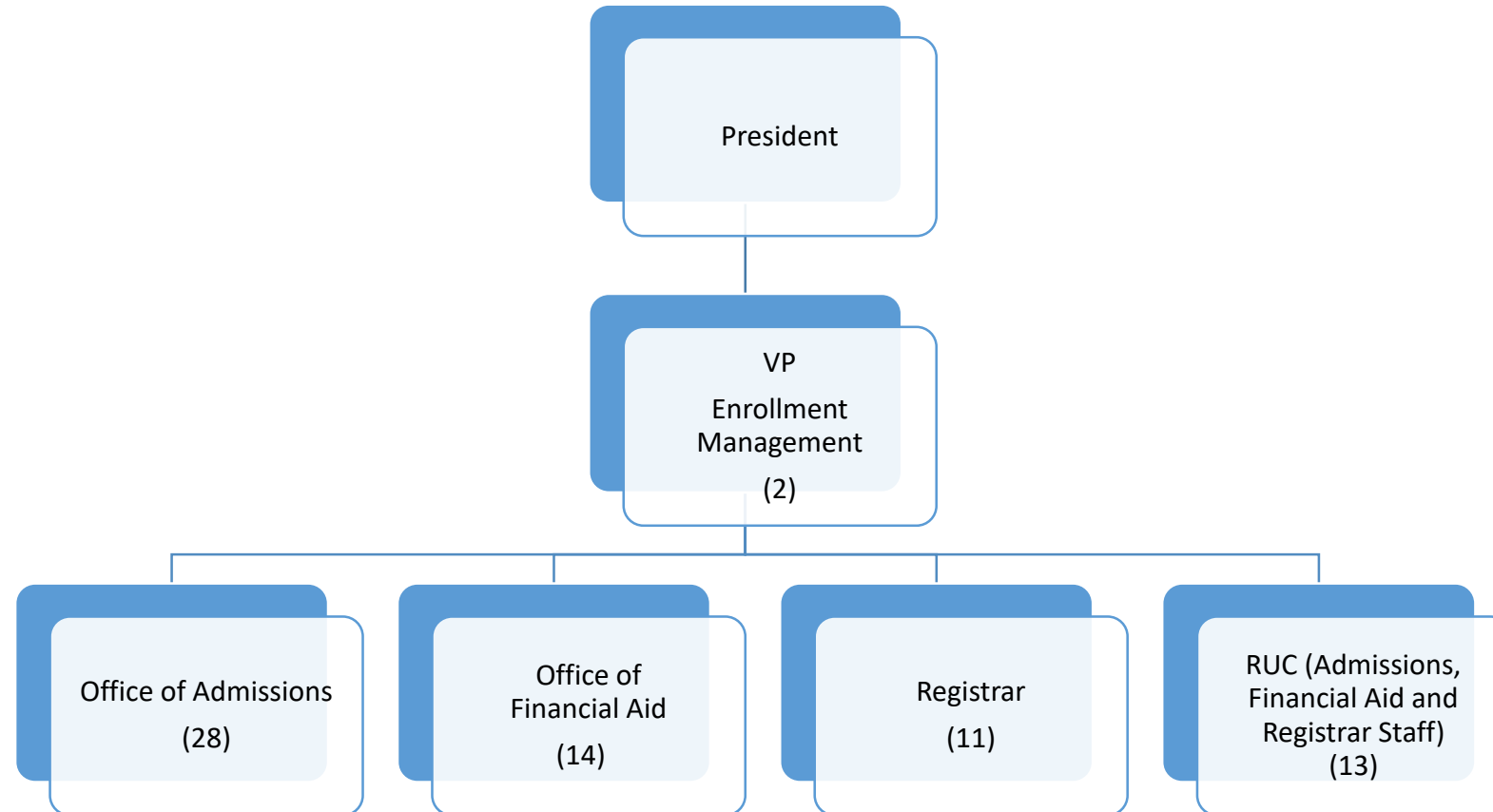
Strategic Vision for the Enrollment Management Division

- The Strategic Vision of the Enrollment Management Division is to provide collaborative leadership, strategy and support for the effective recruitment, enrollment, retaining and graduating a talented and diverse student body for Radford University.
- Coordinate academic support services offered within a professional and welcoming environment to ensure that the campus both attracts and retains students to meet Radford University's enrollment goals.
- Be recognized for providing timely and accurate data, efficient systems, resources and services in a positive and respectful manner.

Mission

- Meet enrollment goals through effectively communicating with, recruiting, admitting, enrolling and orienting new undergraduates who meet the enrollment goals as established by the Strategic Plan;
- Support students with financial aid leveraging strategy that maximizes enrollments and net tuition revenue, in combination with all other federal, state and foundations programs as applicable.
- Provide efficient systems, resources and services to assist students; and
- Support student retention and improve the likelihood of students' degree completion.

Organizational Structure



Budget by Functional Area

	FY23
Enrollment Management VP	324,426
Admissions (RU + RUC)	3,020,035
Registrar (RU + RUC)	679,179
Financial Aid (RU + RUC)	873,964
Grand Total	\$4,897,604

2022-23 Goals

- Develop a **recruitment planning model** focused on actionable steps and accountability measures for immediate and mid-term effects on new student enrollments.
- Level off enrollment decline in **new freshmen** students starting at RU and maintain growth at RUC, to be based on Fall 2022 census numbers, for Fall 2023.
- Level off enrollment decline in **new transfer** students starting at RU and maintain growth at RUC, to be based on Fall 2022 census numbers, for Fall 2023.
- Evaluate Overall **Student Aid leveraging** effectiveness in meeting enrollment goals.
- Implement student-facing **support services** in the Office of the Registrar using software self-service options for students.

Challenges and Opportunities to Discuss this Year

- National, regional and local high school graduation declining nationally and in VA
- Regaining momentum lost from COVID impact
- Continued and systematic growth of top competitors influencing our enrollments
- Market share decline related to maximizing our outreach efforts in VA and our out-of-state markets
- Maintaining our strong position and capitalizing on our affordability / value proposition

Board Presentation- What to Expect

- Share up-to-date enrollment data relevant to the time of the year (applications, admits, or enrollments) for both RU and RUC
- Provide updates on new enrollment initiatives, or evaluation of current initiatives in play, with a focus on the return on the investment and key performance indicators
- Discuss cross-divisional collaboration efforts to best meet enrollment goals
- Engage BOV members in providing input, perspective and support of new ideas and/or initiatives we are planning or have recently tested.

Discussion

Finance and Administration

RADFORD
UNIVERSITY

Page 27 of 68

Leadership



Stephanie Jennelle

Interim Vice President for
Finance and Administration &
Chief Financial Officer

Pamela Fitchett

Administrative Assistant

The Division of Finance and Administration at Radford University is committed to providing superior, innovative and responsive administrative services to the entire University community.

Page 28 of 68

Division Guiding Principals



Finance Based Activities

Controller Operations

- Execute Sound Fiscal Processes

Planning, Budget & Reporting

- Facilitate University Planning Process

Procurement & Contracts

- Contract & Purchase Quality Goods

Institutional Research

- Collect, Analyze & Maintain



Administration Based Activities

Public Safety

- Ensure Safety & Well-being

Facilities Management

- Maintain and Operate Physical Plant

University Services

- Provide Student-focused Services

Human Resources

- Recruit, Develop and Retain

Information Technology

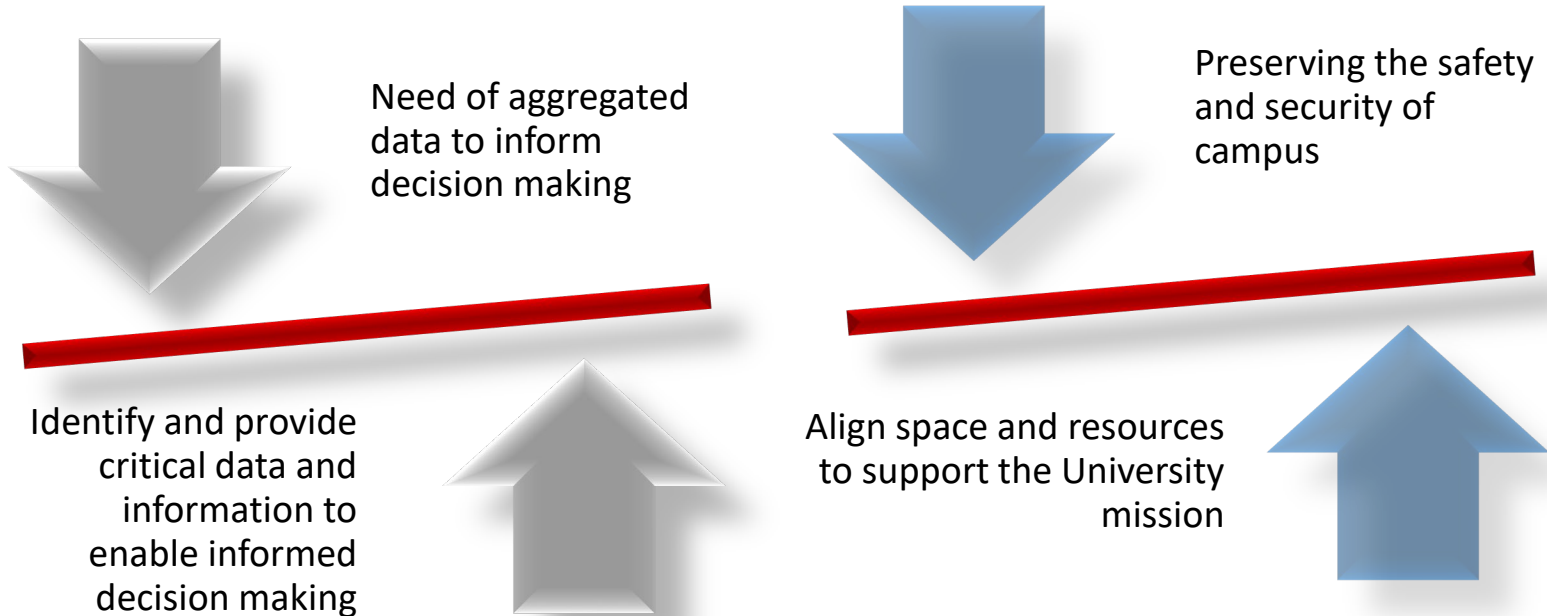
- Provide Computing and Telecommunications Services

Institutional Equity

- Maintain Diverse, Inclusive and Safe Environments



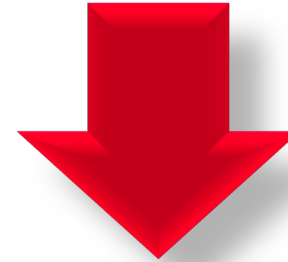
Division Challenges and Opportunities



Division Challenges and Opportunities



Excess workload and responsibilities on employees without supporting resources



Difficulty remaining competitive at attracting and retaining qualified employees



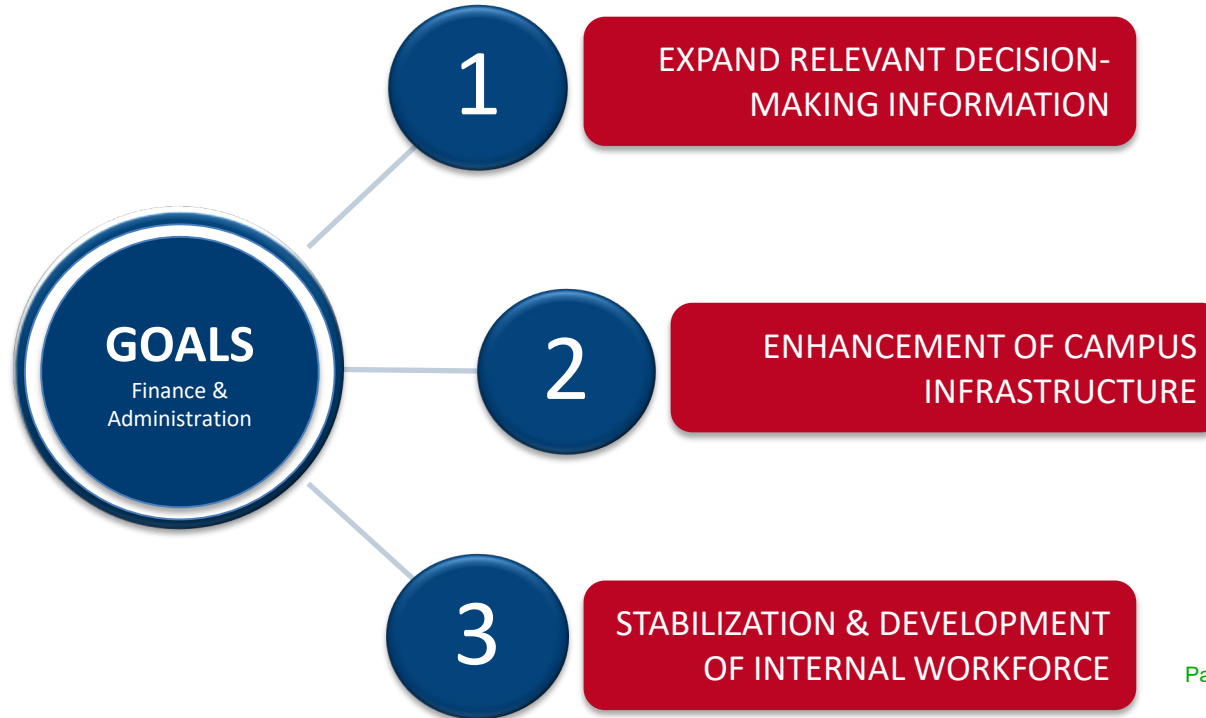
Continue to streamline divisional processes to enhance employee and student experiences



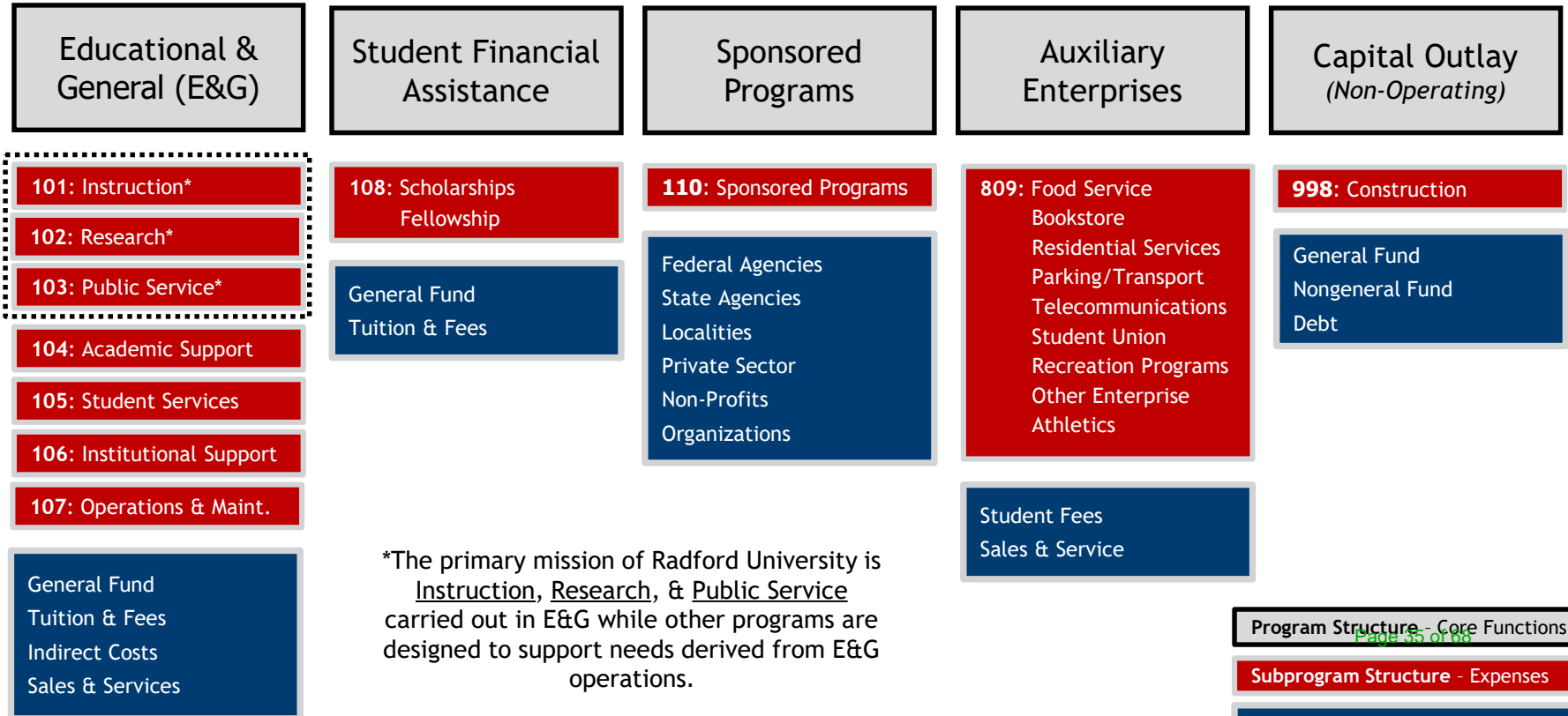
Enhance professional development and succession planning through training opportunities and career pathways for employees



Division Goals



RADFORD UNIVERSITY - Agency 217



Questions?



Page 56 of 77

Student Affairs

RADFORD
UNIVERSITY

Page 37 of 68

Board of Visitors

September 7, 2022

Vision



*Preparing
Students for
Lives of
Meaning and
Purpose*



Page 38 of 68

Mission

Through co-curricular experiences, the Division of Student Affairs engages students in developing an inclusive and accessible campus environment encouraging life-long learning, citizenship, success, and wellbeing.



Division Goals

- Promote student learning and development, resilience, retention and graduation.
- Provide a diverse and distinctive Radford University student experience.
- Provide safe, accessible and inviting student focused facilities, services and programs that enhance student life.
- Strengthen staff retention and excellence.

Organizational Structure

- **Vice President for Student Affairs: Susan Trageser, Ed.D.**

- **Associate Vice President/Dean of Students: Angie Mitchell**

- Student Standards and Conduct
 - Center for Accessibility Services
 - Student Counseling Services
 - Substance Abuse and Violence Education Support services
 - Student Health Center
 - Housing and Residence Life
 - Military Resource Center

- **Associate Vice President for Student Life: Tricia Smith**

- Student Involvement
 - Center for Diversity and Inclusion
 - Student Recreation and Wellness
 - Fraternity and Sorority Life

- **Associate Vice President for Campus Life (RUC): Nancy Loosle**

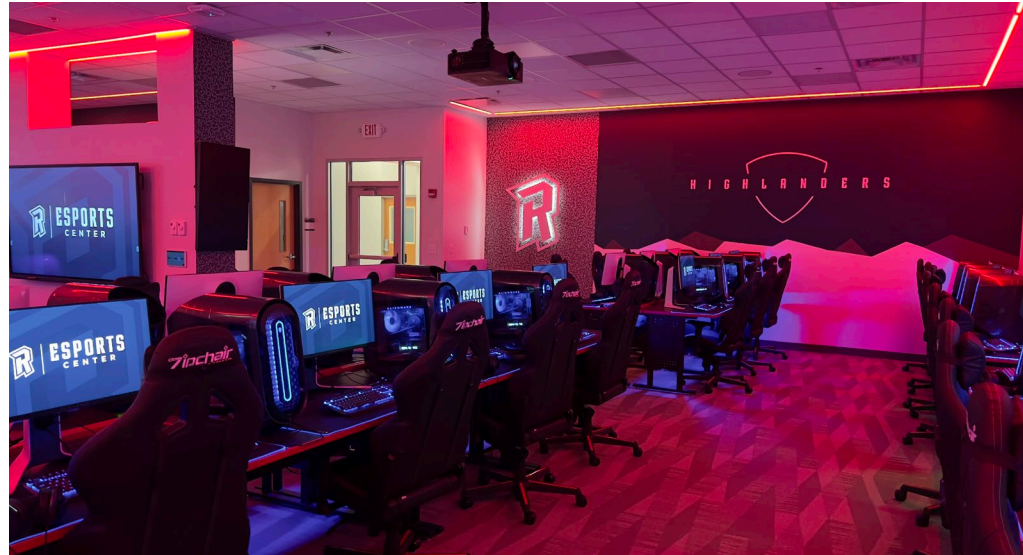
Page 41 of 68

Division Budget

E&G:	\$1,097,387
Auxiliary:	\$11,338,308
Division Total:	\$12,435,695

2022-2023 Initiatives

- Center for Opportunity and Social Mobility
- E-Sports
- Traditions
- New “Normal” for Engagement
- Family Engagement



Upcoming Opportunities/Challenges

- **Student Persistence and Retention**
 - Proactive vs Reactive
 - Student Employment
 - Engagement and Sense of Belonging
 - Wellness
- **Supporting Special Populations**
 - First Generation and Under-Represented Students
 - Military and military affiliated students
 - Income-limited students
 - Students with transfer credit
 - Sophomores
- **Housing**
 - Residential Curriculum
 - Living Learning Communities

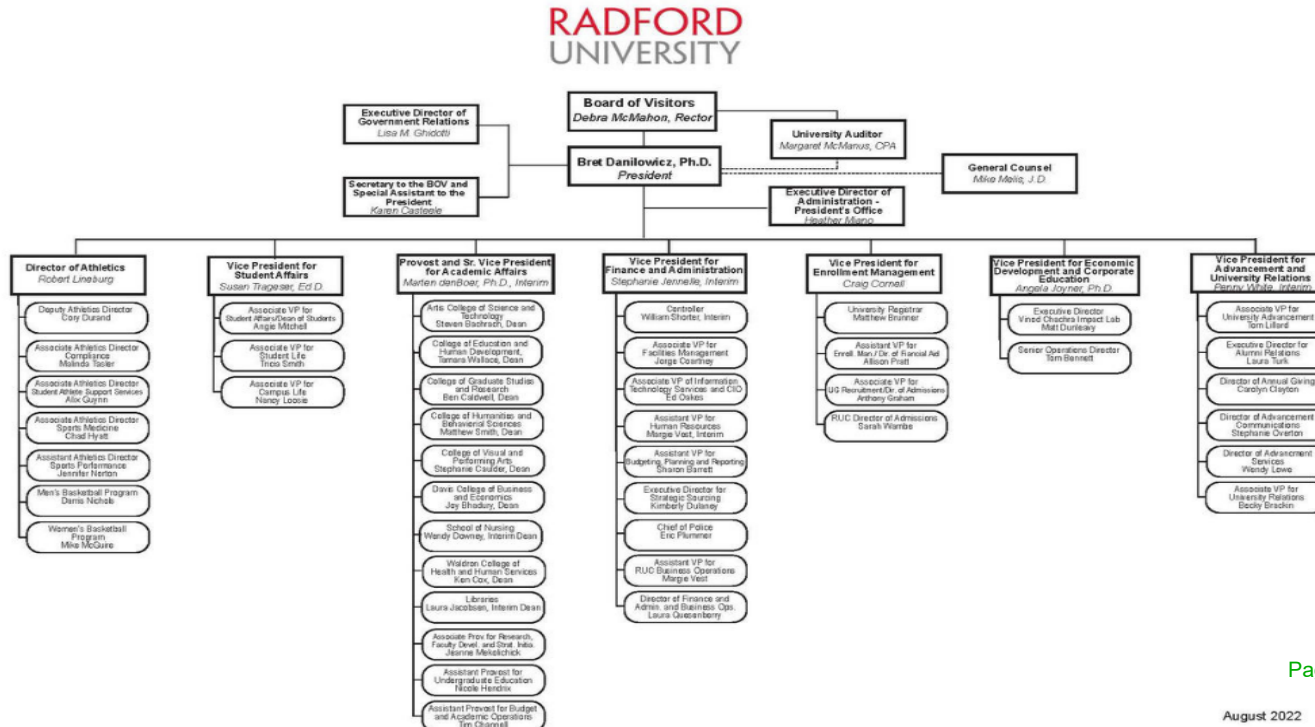
Discussion

Audit and Advisory Services

RADFORD
UNIVERSITY

Page 46 of 68

Organizational Structure



Organizational Structure



Vision and Guiding Document

Vision

- **To be a knowledgeable, collaborative, and trusted resource that helps strengthen the University by providing assurance and advisory services.**

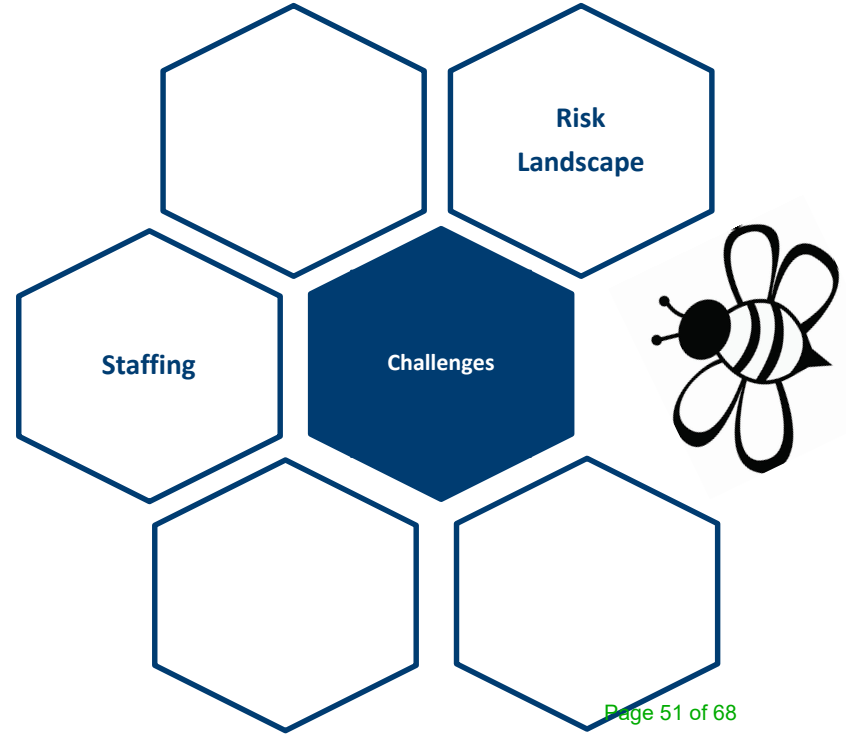
Guiding Document

- **Internal Audit Charter Policy - Approved by the Board of Visitors and defines:**
 - Mission
 - Authority
 - Scope of Work
 - Responsibility
 - Independence & Accountability
 - Standards of Audit Practice Page 49 of 68

Areas of Focus and Priorities



Opportunities and Challenges



Goals - FY 2022-2023



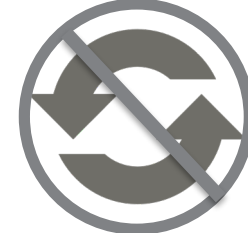
**Business
Issue
Acceptance**



**Information
Technology
Audits**



**Corrective
Action
Completion**



**Repeat
APA
Findings**

Questions and Discussion



Economic Development and Corporate Education

RADFORD
UNIVERSITY

Economic Development and Corporate Education

Economic
Development

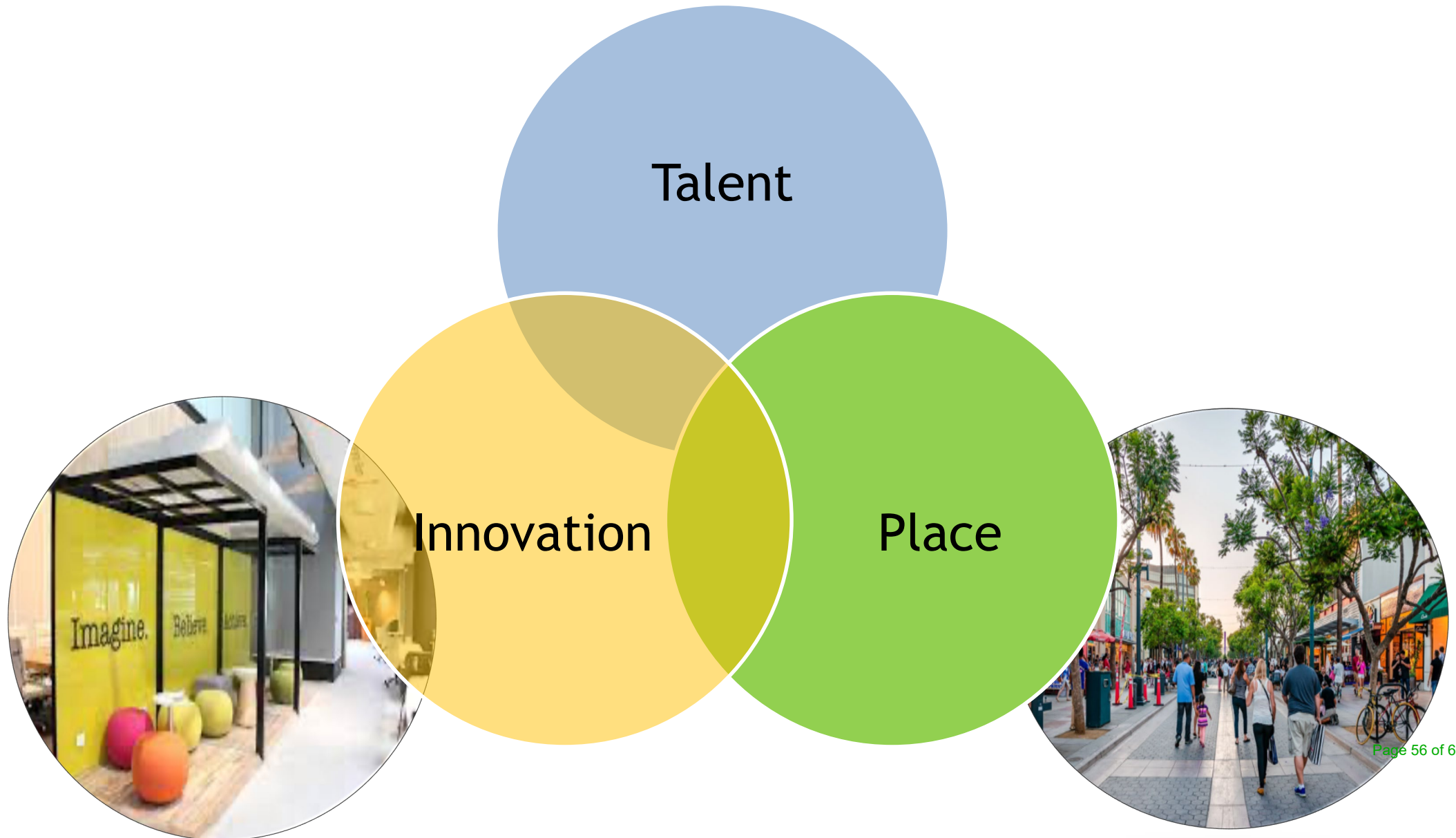


Vinod Chachra
IMPACT Lab



Continuing
Education

Economic Development Framework



Challenges

- Positioning a single unit to be a “front door” to RU, particularly for regional, community and private sector requests for university assistance.
- Strengthening Radford University’s (both institution and programs) by connecting external needs and opportunities to core university programs and organizations in ways that enhance our mission or manifest new revenue sources.



Opportunities



- How do we best capitalize on strategic opportunities that fit with our strengths?
- How we stay informed about new and current initiatives, sources of funding and regional priorities emerging from our regional, state and federal interests?
- How can we best position Radford University for sponsored program funding and/or federal earmark funding?

Vinod Chachra IMPACT Lab



CYBERSECURITY

GEOSPATIAL INTELLIGENCE

K-12 EDUCATION

DATA SCIENCE

Page 59 of 68

Economic Development and Corporate Education

RADFORD UNIVERSITY

Role at Radford University

Workforce
Development

Economic
Development Asset

Enrollment
Contribution

Revenue

Learning Innovation

Challenges

- Building a sustainable business model with the appropriate revenue mix and increases access to learning.
- Creating a robust innovation pipeline that addresses industry needs and at the pace required to be competitive.
- Cultivating strategic partnerships that leverages university assets, drives enrollment/revenue and informs program development.
- Simplifying processes and automation.
- Increasing awareness and marketing effort that is effective and can be scaled for growth.



Opportunities



- Utilizing the Vinod Chachra IMPACT Lab to provide a new source of enrollments and revenues for Radford University?
- Leveraging the Vinod Chachra IMPACT Lab's assets to meet the learning needs of non-traditional learners and cover high demand workforce development areas?
- Building innovation pipelines that are responsive and robust.
- Simplifying processes, centralizing functions where appropriate, and increasing automation.

Discussion

Intercollegiate Athletics

RADFORD
UNIVERSITY

Page 64 of 68

Agenda

- Athletic Challenges
- Athletic Opportunities

Athletic Challenges

1. NCAA Transformation Committee

- Charged with modernizing college athletics due to past and pending litigation against the NCAA, primarily related to antitrust laws
- Areas of concern for low to mid-level Division I programs
 - Minimum scholarship levels to replace the current maximum allowable scholarships
 - There will most likely be a formula that states if a school has “X” number of student-athletes, then the school will need to have “Y” number of trainers, mental health professionals, nutritionists, academic support staff, etc.
 - No cap on the number of countable coaches for each sport
- Target date to roll out recommendations for membership is January 2023 during the NCAA Convention

2. Financial Constraints

- Continuous budget cuts due to enrollment numbers
- 21% scholarship reduction in 2020

Athletic Opportunities

1. Men's and Women's Basketball

2. Baseball and New Head Coach Alex Guerra

- Alex Guerra - Class of 2011
- Assistant Coach at Radford during the 2015 record setting season

3. Radford/ESPN Production Trailer

- Currently working to finalize details on a new 18' production trailer for Radford Athletics. Will have one central location to broadcast productions for Radford Athletics. Will allow our staff to produce more live games on ESPN+.

4. Exclusive Rights - Athletic Equipment & Apparel RFP

- Current nine year contract with BSN Sports and Nike will expire in June 2023

Discussion