

Board of Visitors

Quarterly Meeting

March 24, 2023

RADFORD UNIVERSITY

Board of Visitors

RADFORD UNIVERSITY

Board of Visitors

QUARTERLY MEETING

9 A.M. **

MARCH 24, 2023

KYLE HALL, ROOM 340, RADFORD, VA

DRAFT **AGENDA**

- **CALL TO ORDER and OPENING COMMENTS** Dr. Debra McMahon, *Rector*
- **APPROVAL OF AGENDA** Dr. Debra McMahon, *Rector*
- **APPROVAL OF MINUTES** Dr. Debra McMahon, *Rector*
 - December 2, 2022, January 25, 2023
- **PRESIDENT'S REPORT** Dr. Bret Danilowicz, *President*
- **GOVERNMENT RELATIONS UPDATE** Ms. Lisa Ghidotti, *Executive Director of Government Relations*
- **RUC STRATEGIC LEADERSHIP COMMITTEE UPDATE** Dr. Glen Mayhew, *Interim Associate Provost for RUC*
- **ACADEMIC EXCELLENCE AND STUDENT SUCCESS COMMITTEE** Dr. Rachel Fowlkes, *Chair*
 - Report to the Board of Visitors
 - Approval of Tenure Recommendations for 2023-24
 - Approval of Revisions to the Teaching and Research Faculty Handbook, Section 2.8, Class Administration
 - Approval of the Name Change from the School of Nursing to the College of Nursing
- **BUSINESS AFFAIRS AND AUDIT COMMITTEE** Mr. Marquett Smith, *Chair*
 - Report to the Board of Visitors
 - Approval to Certify Compliance with the Radford University Debt Management Policy
 - Approval of Third Quarter 2022-2023 University Operating Budget Adjustment
- **ENROLLMENT MANAGEMENT AND BRAND EQUITY COMMITTEE** Ms. Lisa Throckmorton, *Chair*
 - Report to the Board of Visitors

- **EXTERNAL ENGAGEMENT COMMITTEE** Mr. Mark Lawrence, *Chair*
 - Report to the Board of Visitors

- **STUDENT AFFAIRS AND ATHLETICS COMMITTEE** Mr. David A. Smith, *Chair*
 - Report to the Board of Visitors

- **REPORT TO THE BOARD OF VISITORS FROM THE STUDENT REPRESENTATIVE TO THE BOARD** Ms. Michaela Baker, *Student Representative to the Board of Visitors*

- **REPORT ON THE RADFORD UNIVERSITY FOUNDATION** Dr. Rachel Fowlkes, *BOV Liaison to RU Foundation*

- **CLOSED SESSION** Dr. Debra McMahan, *Rector*
Virginia Freedom of Information Act
§2.2-3711(A) (1), (2), (7) and (8)

- **OTHER BUSINESS**
 - Ratification of Provost and Senior Vice President for Academic Affairs Selection Dr. Deb McMahan, *Rector*

 - Election of Non-Voting Advisory Student Representative to the Board of Visitors for 2023-2024

 - Upcoming Board Meeting, Budget Presentation and Public Comment Session

 - Upcoming Call for Nominations for Rector and Vice Rector

 - Freedom of Expression Exercise Dr. Bret Danilowicz, *President*

- **ANNOUNCEMENTS** Dr. Debra McMahan, *Rector*
 - **Meeting Dates**
April 28, 2023*
June 8-9, 2023
July 23-25, 2023 Retreat
September 7-8, 2023
November 30 - December 1, 2023

- **ADJOURNMENT** Dr. Debra McMahan, *Rector*

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

BOARD MEMBERS

Dr. Debra McMahan, Rector
Dr. Jay A. Brown, Vice Rector

Mr. Robert A. Archer
Ms. Jeanne S. Armentrout
Dr. Rachel D. Fowlkes
Mrs. Jennifer Wishon Gilbert
Mr. Mark S. Lawrence
Mr. Tyler W. Lester
Mr. George Mendiola, Jr.
Ms. Lisa W. Pompa
Mr. David A. Smith
Mr. Marquett Smith
Ms. Georgia Anne Snyder-Falkinham
Ms. Lisa Throckmorton
Mr. James C. Turk

March 2023 Meeting Materials

RADFORD UNIVERSITY

Board of Visitors

Radford University Carilion Strategic Leadership Committee

Purpose/Charge:

- Provide recommendations to senior leadership on future direction of RUC
- Improve processes, identify opportunities for engagement and workforce development with community partners

Committee Membership (Radford)

Glen Mayhew, *Interim Associate Provost RUC (Chair)*

Sallie Beth Johnson, *Chair, Public Health and Healthcare Leadership*

Christi Callahan, *Associate Dean, School of Nursing*

Margie Vest, *Assistant VP for Budget and Operations*

Nancy Loosle, *Associate VP for Student Life*

Tim Channell, *Assistant Provost Budget and Academic Operations*

Charlie Jewell, *Director of Economic Development and Community Engagement (5/1/23)*

Committee Membership (Carilion Clinic)

Rob Vaughn, *Senior VP of Finance*

Tara Weideman, *Senior Director of Recruitment*

Stephen Lovern, *VP Surgical Services and Respiratory Therapy*

Carl Cline, *VP, Carilion Franklin Memorial Hospital*

Charlotte Tyson, *VP of Hospital Operations and Quality*

Amy Hoots-Hendrix, *Senior Director of Marketing and Communications*

Randy Howell, *Director of Advanced Practice Clinician Fellowship in Emergency Medicine*

Strategic Themes and Goals

Recruitment

Strategies for recruiting students, faculty and staff
Including focus on underserved populations

Retention

Strengthen retention and student, faculty and staff experience

Learning – didactic and experiential

Enhance academic, research and experiential learning

Workforce Development

Workforce development pathways that foster targeted needs
and improve graduate readiness

Next Steps

- Measurable objectives for each goal (in-progress; 1-3 years and 4-7 years)
- Taskforce for each strategic theme, to develop and implement tasks to meet each goal's objectives
- Strategic Leadership Committee meets every other month, Taskforces meet on alternate months
- Strategic Leadership Committee reports to senior administration

New Facility Planning:

Context

RUC lease with Carilion up in 6.5 years

Carilion would like their space back

Virginia Tech Carilion School of Medicine (VTCSOM)
relocating MD program in Roanoke

Goal

RUC in RU-owned building adjacent to VTCSOM

November 2022

RU - VTCSOM team discussed co-location, shared facilities

New Facility Planning: Next Steps

Roanoke Health Education Campus Committee

Goal: Be in a new RU-owned facility in Fall 2028

- RU Deans/Provost develop academic program plans, space needs
- Develop master plan for new building use and (possibly) RHEC
- Estimate residence hall capacity needs
- Work with RU-VTCSOM-Carilion on location/land options
- Discuss options of shared services with VTCSOM
- Develop request for planning funds in 2024 Legislative Session

RADFORD UNIVERSITY BOARD OF VISITORS
March 24, 2023

RESOLUTION OF TENURE RECOMMENDATIONS

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 their 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

<u>Name</u>	<u>Department</u>
David S. Anderson	Department of Anthropological Sciences
Jamie Katherine Lau	Department of Biology
Kristina Roth Stefaniak	Department of Chemistry
Ryan Stacy Sincavage	Department of Geology
Md Shamim Sarker	Department of Mathematics and Statistics

COLLEGE OF HUMANITIES AND BEHAVIORAL SCIENCES

<u>Name</u>	<u>Department</u>
Kevin Patrick Farrell	RUC - Department of English
Courtney Watson	RUC - Department of English
Kathleen M. Arnold	Department of Psychology
Aysha Allison Bodenhamer	Department of Sociology

COLLEGE OF VISUAL AND PERFORMING ARTS

<u>Name</u>	<u>Department</u>
Stuart Tyler Robinson	Department of Art
Laura Kimball	Department of Design
Sekyung Jang	Department of Music

DAVIS COLLEGE OF BUSINESS AND ECONOMICS

<u>Name</u>	<u>Department</u>
Liang Shao	Department of Accounting, Finance and Business Law
Richard J. Gruss	Department of Management

WALDRON COLLEGE OF HEALTH AND HUMAN SERVICES

<u>Name</u>	<u>Department</u>
Elliot Donald Carhart	RUC - Department of Clinical Health Professions-Emergency Services
Arco Paul	RUC – Department of Physical Therapy
Sarah E. Johnson	RUC – Department of Public Health and Healthcare Leadership
Ali-Sha Alleman	School of Social Work

THEREFORE, BE IT RESOLVED, that the Board of Visitors approves the faculty Tenure Recommendations listed above to become effective the beginning of the 2023-2024 academic year.

RADFORD UNIVERSITY BOARD OF VISITORS

March 23, 2023

RESOLUTION TO AMEND THE TEACHING AND RESEARCH FACULTY HANDBOOK

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; and

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; and

NOW, THEREFORE, BE IT RESOLVED, that the Board of Visitors of Radford University hereby approves, in accordance with §5.0 of the *Teaching and Research Faculty Handbook*, **Section 2.8: Class Administration** of the *Teaching and Research Faculty Handbook* as hereby amended. Said sections are to now read as follows:

Motion to Revise the Teaching Responsibilities Language in the Teaching and Research Handbook

Referred by: Campus Environment Committee

MOTION:

The Faculty Senate recommends the addition of language (**red type**) and the deletion of language (stricken through) in section 2.8 Class Administration of the T&R Faculty Handbook to read:

2.8 Class Administration

Faculty should meet all classes at the time and place indicated in the schedule of classes unless approval to change has been granted in advance by the Department Chair or Program Director and the Dean.

No classes are to be added or dropped except by the approval of the Chair or Program Director or Dean. Faculty members will inform students, in writing and in other media if appropriate to the course format, of their course requirements, attendance, and grading policies during the first week of the semester. Faculty members are responsible for submitting mid-semester grades for all students in all undergraduate courses as directed by the registrar. Students must be provided the opportunity to examine and discuss with their instructor all examinations, materials, and criteria used in the grading process.

Regardless of the mode of course delivery, all faculty are expected to make use of the university's web-based learning management system (LMS). Specifically, and as a minimum expectation, all courses that enroll five or more students must have an active course shell that includes the following items:

- 1. The current course syllabus, which must include the course title, prefix and number, grading criteria, mode of delivery (e.g., online asynch, in-person, etc.), and course policies and expectations.**
- 2. An active gradebook in which students can see scores/grades for all work that has been graded in course.**

Original works prepared at student expense must be made available to the student at the conclusion of the semester during which the work was submitted.

Student examinations, papers, projects, and other materials used in determining grades should be retained by the professor for at least one semester after the course is offered unless these materials are returned to the student. All records of student grades should be retained and turned in to the Department Chair or Program Director upon leaving the employment of Radford University. A Change of Grade Form must be completed by the instructor and approved by the Dean before a grade can be officially changed in the Registrar's Office.

RATIONALE:

Radford University students come to our institution with changing expectations with regard to teaching and learning. The professoriate also evolves, with changing expectations and understandings of what constitutes competent teaching. The current motion reflects the fact that the General Faculty of Radford University believe that access to a web-based course shell with the listed components constitutes a norm of transparency and communication that students are entitled to expect. This motion is deliberately written with sensitivity to the issue of academic freedom; the requirement is strictly focused on providing a standard of communication and transparency for our students and carries no implications for the conduct or content of any course.

RADFORD UNIVERSITY BOARD OF VISITORS

MARCH 24, 2023

RESOLUTION TO CHANGE THE NAME OF THE SCHOOL OF NURSING TO THE COLLEGE OF NURSING

WHEREAS, the School of Nursing was previously known as the College of Nursing and Health Sciences (circa 1990) and the name was later changed to Waldron College of Health and Human Services; and

WHEREAS, in 2021, the School of Nursing separated from Waldron College of Health and Human Services and now functions as a standalone college in all respects, resulting in seven colleges within the University; and

WHEREAS, this change more appropriately aligns with the administrative structure of that academic unit and will align with the Teaching and Research Faculty Handbook, significantly reducing the number of revisions needed for that document; and

WHEREAS, the change to a college with the proposed departmental structure has a net-neutral effect on the budget;

NOW, THEREFORE, BE IT RESOLVED, the Board of Visitors approves to change the name of the School of Nursing to the College of Nursing;

BE IT FURTHER RESOLVED, that the President and/or designee(s) are hereby authorized to submit any and all documentation that may be required to receive approval of the name change to the State Council of Higher Education for Virginia (SCHEV) and the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC).

Radford University Board of Visitors

March 24, 2023

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.

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 2022 audited annual financial statements, the University’s debt obligations including affiliated foundation total \$84,342,626 which is mainly attributable to the Student Recreation and Wellness Center, Renovations of four Residence Hall projects, and the affiliated foundation property acquisition for student housing.

Schedule A				
RADFORD UNIVERSITY				
DEBT MANAGEMENT POLICY RATIO				
The calculation reflects June 30, 2022 audited 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, 2023.				
Board Approved Ratios	Range	Formula	Audited Financial Statements as of 6/30/2022	
<u>Debt Burden Ratio</u> Max Annual Debt Service as % of Operating Expenses	< 7%	$\frac{\text{Annual Debt Service}^*}{\text{Total Operating Expenses}^*}$	\$5,959,027	2.20%
			\$270,789,385	

* 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, 2022 (audited):

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, 2022, is summarized as follows:

<u>Notes Payable - Pooled Bonds:</u>	<u>Interest Rates at Issuance</u>	<u>Maturity at Issuance</u>
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
Series 2021B, \$13.46 million par amount - partial refunding of Series 2011A, 2012B, 2013A	3.00%-5.00%	September 1, 2043

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, 2022, is summarized as follows:

<u>Bonds Payable - 9c:</u>	<u>Interest Rates at Issuance</u>	<u>Maturity at Issuance</u>
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
Series 2020A, \$16.030 million par amount	1.62% - 4.00%	June 1, 2040

A summary of changes in long-term debt for the year ending June 30, 2022, is presented as follows:

	Beginning Balance	Additions	Reductions	Ending Balance	Current Portion	Noncurrent Portion
Governmental activities:						
Notes payable - pooled bonds	\$17,767,966	\$-	\$1,081,733	\$16,686,233	\$1,290,000	\$15,396,233
Bonds payable - 9c	44,135,350	-	2,232,593	41,902,757	2,085,000	39,817,757
* Total long-term debt	\$61,903,316	\$-	\$3,314,326	\$58,588,990	\$3,375,000	\$55,213,990

Fiscal Year Ending	Governmental Activities			
	Notes Payable Pooled Bonds		Bonds Payable - 9c	
	Principal	Interest	Principal	Interest
June 30, 2023	1,290,000	255,116	2,085,000	1,284,606
June 30, 2024	1,410,000	215,516	2,170,000	1,186,557
June 30, 2025	1,520,000	195,383	2,270,000	1,092,406
June 30, 2026	1,545,000	181,380	2,365,000	999,556
2028-2032	7,590,000	449,149	13,760,000	3,050,244
2033-2037	1,455,000	19,832	10,295,000	887,106
2038-2041	-	-	3,010,000	113,531
Unamortized Premium	321,233	-	3,482,757	-
Total	\$16,686,233	\$1,481,628	\$41,902,757	\$9,515,913

Right-to-use Lease Obligations

In March 2018, the University entered into a 25-year capital lease with the Radford University Foundation, LLC to meet student housing demand. Due to existing housing commitments, a management agreement was entered between the Radford University Foundation and a third party to manage the properties. Therefore, the University's obligation regarding the capital lease was not effective until fiscal year 2020. The University accounted for the acquisition of the various residential properties as a capital lease in 2020, and recorded the building as a depreciable capital asset, and recorded a corresponding lease liability in long-term debt, both on its Statement of Net Position. During fiscal year 2021, a portion of the properties were purchased by the University which decreased the capital lease and therefore also decreased the depreciable asset and lease liability.

For fiscal year 2022 the lease asset and liability increased with the implementation of GASB Statement 87 as this lease was remeasured as of the implementation date July 1,

2022 to reflect the present value of the future cash payments discounted at the University's incremental rate of 3.48%. The University then purchased two additional properties from the lease reducing the lease asset and liability. The lease presented below is the only direct debt lease as payments for principle and interest for the debt is made by the University.

A summary of changes in the lease liability for the year ending June 30, 2022, is presented as follows:

	Restated Beginning Balance	Additions	Reductions	Ending Balance	Current Portion	Noncurrent Portion
Lease with Foundation	\$16,742,331	\$-	\$3,580,841	13,161,490	\$752,567	\$12,408,923

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

Years	Principal	Interest	Total Payment	
2023	294,547	458,020	752,567	
2024	304,796	447,770	752,566	
2025	358,076	437,163	795,239	
2026	502,198	424,702	926,899	
2027	519,674	407,225	926,899	
2028-2032	2,882,560	1,751,936	4,634,496	
2033-2037	3,420,270	1,214,226	4,634,496	
2038-2042	4,058,285	576,211	4,634,496	
2043-2047	821,084	28,574	849,658	
Totals	13,161,490	5,745,825	18,907,316	Total Minimum Lease Payments

Long-Term Debt Defeasance

On February 9, 2021, the Virginia College Building Authority, on behalf of the University, issued pooled bonds Series 2021B for \$13,460,000 with interest rates of 0.48 to 1.91 percent to advance refund \$2,900,000 of Series 2011A, \$7,220,000 of Series 2012B and \$3,340,000 of Series 2013A pooled bonds. The bonds, issued at a premium of \$7,343, are used to provide funds for debt service savings for the University. 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 \$176,827 for the Series 2011 and 2012 bonds, and resulted in a deferred accounting gain of \$258,622 for the series 2013 bonds refunded, which is being amortized to interest expense over the life of the new debt. The defeasance reduced the University's total debt service obligation by \$1,202,463 for the 13 years after the bonds were issued. The debt service savings discounted at a rate of 1.144 percent for

2011A, 1.276 percent for 2012B and 1.391 percent for 2013A resulted in a total economic gain of \$1,178,451. At June 30, 2022, \$318,538 of deferred accounting losses are reported on the Statement of Net Position as a deferred outflow of resources. At June 30, 2022, \$225,632 of the deferred accounting gains are reported on the Statement of Net Position as a deferred inflow of resources.

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. As of June 30, 2022, \$9,635,000 of the notes are considered defeased and outstanding.

NOTE 20E: Component Unit Financial Information

The following is a summary of the outstanding notes payable at June 30, 2022:

Note payable in monthly installments of \$5,182.12 through May 2025, interest payable at LIBOR plus 1.48 percent (2.60% and 1.57%% at June 30, 2022 and 2021, respectively). Unsecured.	\$163,956
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Notes payable in monthly installments calculated on a 25-year amortization with a balloon payment of remaining amount in May 2028, with interest payable at LIBOR plus 0.82% with a floor of 1.57% beginning May 2021 (2.44% and 1.57% at June 30, 2022 and 2021, 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.	342,295
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Notes payable in monthly installments calculated on a 17-year amortization with a balloon payment of remaining amount in June 2028, with interest payable at LIBOR plus 0.82% with a floor of 1.57% (1.94% and 1.57% at June 30, 2022 and 2021 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.	389,977
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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 (1.88% and 0.91% at June 30, 2022 and 2021, respectively). Secured by real estate and deposit accounts maintained by and investment property held	1,323,527
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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 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. 9,418,047

Notes payable in monthly installments on a 15-year amortization with a balloon payment of remaining amount in June 2024, with 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. 176,832

Notes payable in monthly interest only payments through December 2021 then monthly installments calculated on a 25- year amortization with a balloon payment of remaining amount in May 2026. Interest payable at 2.39%. Secured by real estate, an assignment of rents and a pledge on securities. 2,941,461

Total long-term debt \$14,756,095

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

2023	516,610
2024	686,710
2025	10,242,415
2026	2,697,842
2027 and thereafter	<u>612,518</u>
Total long-term debt	<u><u>\$14,756,095</u></u>

Notes payables are subject to certain affirmative and negative covenants. Management believes the Foundation has complied with all covenants as of June 30, 2022.

Action:

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

**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.

RADFORD UNIVERSITY BOARD OF VISITORS

March 24, 2023

Action Item

Approval of the Radford University 2022-23 Third Quarter Operating Budget Adjustment

Item:

Board of Visitors approval of the Radford University's 2022-23 third quarter operating budget adjustment and review of the actual activity as of January 31, 2023.

Summary:

The University has examined the fiscal impact of the 2022-23 fall enrollment results, general fund allocations, as well as miscellaneous one-time revenues on the institutional operating budget. Due to the materiality of the impact on the University's operating budget, a third quarter budget adjustment is necessary to align revised revenue forecasts.

University operating revenues are projected to be above forecast by \$3.3 million. Actual 2022-23 fall enrollment was 4.5% more than budgeted resulting in larger than projected tuition and fee revenue. Although the enrollment was larger than anticipated, the change of the student population mix, notably seat-based students, results in lower than projected revenues for Auxiliary Enterprises. Other operating revenues are more than projected due to supplemental relief funding for student financial aid that was reappropriated from the prior fiscal year, as well as supplemental general fund allocations.

An accompanying outline of adjustments is also provided in the 2022-23 Financial Performance Report (Schedule A) which summarizes the adjusted operating budget and related activity through January 31, 2023 and the University Operating Budget (Schedule B) which breaks down the recommended adjustments.

Education and General (E&G):

The original 2022-23 revenue budget for E&G was forecasted at \$156.7 million. The revised budget recommendation is \$158.6 million, an increase of \$1.9 million. The revised revenue forecast is reflective of the following adjustments.

General Fund

The University is estimating a \$0.3 million increase in general fund operating revenue related to an alignment of central appropriations funding, as well as supplemental funding for the Western Virginia Public Consortium and Virtual Library of Virginia interlibrary loan program.

Non-General Fund

The University is estimating a \$1.6 million increase in E&G operating revenue related to non-general fund business level factors due to higher than anticipated enrollment levels for accelerated online programs. E&G operating expense budgets are estimated to be increased by \$0.9 million to accommodate instructional costs. The remaining revenue of \$0.7 million results in a miscellaneous E&G operating expense adjustment to support University strategic investments.

Student Financial Assistance (SFA):

The original revenue budget for SFA was \$17.8 million. The revised revenue and expense budgets are \$25.3 million concurrently, an increase of \$7.6 million. The revised revenue forecast is reflective of the following adjustments.

General Fund

General Fund appropriations for Virginia Military Survivors and Dependent Education Program, the College Transfer Grant program, as well as, the reappropriation of graduate fellowship and undergraduate financial aid increased by \$0.6 million over the originally budget amount. These are routine supplemental allocations that vary by year.

Non-General Fund

Non-general fund miscellaneous adjustments are recommended for undergraduate student financial aid allocations to account for a \$6.9 million revenue increase over the original budget amount. Undergraduate financial aid allocation increased by \$0.2 million as a result of a reappropriation from 2021-22 and by \$6.7 million as a result of COVID-19 relief funding. Further information outlining the details of the relief funding are provided in the remainder of this section.

The Coronavirus Aid, Relief, and Economic Security Act or, CARES Act, was passed by Congress and the bill allotted \$2.2 trillion to provide fast and direct economic aid to the American people negatively impacted by the COVID-19 pandemic. Of that money, approximately \$14.0 billion was given to the Office of Postsecondary Education as the Higher Education Emergency Relief Fund, or HEERF. The University portion of the HEERF III funding for 2021-22 was \$16.9 million for student financial aid, of which, \$0.1 million was reappropriated in 2022-23.

Congress set aside approximately \$3.0 billion of the \$30.75 billion allotted to the Education Stabilization Fund through the CARES Act for the Governor's Emergency Education Relief Fund (GEERF). The Department has awarded these grants to States (governor's offices) based on a formula stipulated in the legislation. The University received \$1.3 million in GEERF funding in 2020-21. The University also received \$0.9 million in GEERF II funding in 2021-22 which was reappropriated in 2022-23. The funding will be awarded as need-based financial assistance.

The American Rescue Plan Act of 2021 (ARPA) State and Local Recovery Funds for Higher Education allotted \$100,000,000 to the State Council of Higher Education for Virginia (SCHEV) for need-based financial aid for in-state undergraduate students from low- and moderate-income households at public institutions of higher education. The University's portion of the 2022-23 funding is \$5.6 million for student financial aid.

GEAR UP (Gaining Early Awareness and Readiness for Undergraduate Programs) is a \$22.0 million seven-year grant funded by the U.S. Department of Education and administered by the State Council of Higher Education for Virginia (SCHEV). The program is designed to significantly increase the number of low-income students who are prepared to enter and succeed in postsecondary education. The University received \$35,000 in GEAR UP funding in 2022-23.

The University is recognizing the revenue and expense of the relief funding in SFA. Refer to the Financial Performance Report (Schedule A) for a summary and the University Operating Budget (Schedule B) for details on the proposed budget adjustments.

Sponsored Programs:

The original revenue and expense budgets for Sponsored Programs were each \$9.0 million. With general fund allocations from various agencies within the Commonwealth for special projects, a budget adjustment of \$0.1 million is being recommended resulting in revised revenue and expense Sponsored Program budgets of \$9.1 million concurrently.

Auxiliary Enterprises:

The original budget for Auxiliary Enterprises was \$68.5 million in revenue and \$66.5 million in expense. The revised revenue budget is \$62.2 million, a decrease of \$6.3 million which is due to enrollment changes in seat-based programs. The revised expense budget is projected at \$65.0 million, a decrease of \$1.5 million. These adjustments decrease the planned reserve contribution by \$4.8 million resulting in an estimated reserve draw of \$2.8 million. Further review and reductions in expense budget will be ongoing throughout the remainder of the fiscal year to limit the reserve draw as a result of the revenue estimates. The revised budgets are reflective of the following adjustments.

Non-General Fund

The University is estimating a decrease in Auxiliary Enterprise operating revenue, specifically to comprehensive fees of \$1.1 million, as well as, room sales of \$3.6 million, book sales of \$0.1 million, and meal plan sales of \$1.5 million.

Auxiliary Enterprise miscellaneous adjustments recommended include a decrease of operating expense budgets by \$2.9 million due to greater than anticipated turnover and vacancy and scholarship allocation savings, as well as increases for strategic investments that include funding to Athletics of \$0.4 million for marketing and Student Affairs of \$0.7 million student services, retention and accessibility.

Refer to the Financial Performance Report (Schedule A) for a summary and the University Operating Budget (Schedule B) for details on the proposed budget adjustments.

Preliminary Financial Performance Report:

The Financial Performance Report (FPR) is more commonly presented at the September Board of Visitors meeting reflecting the prior fiscal year's budget and actual financial activity. The FPR is generated from annual budget projections and actual accounting data recorded in Banner Finance. The actual accounting data is recorded using a modified accrual basis of accounting which recognizes revenue when received rather than when earned and expenditures when posted rather than when payment is issued.

As shown on the Financial Performance Report (Schedule A), the Original Budget reflects the 2022-23 budget of \$251.9 million approved by the Board of Visitors at the September 2022 meeting. The Revised Budget reflects 2022-23 recommended mid-year revenue adjustments totaling \$3.3 million. While there are a number of factors that influenced the recommended mid-year adjustments they are primarily attributed to actual 2022-23 enrollment levels and relief funding.

The revised budget of \$255.2 million is sufficient to sustain University operations for the remainder of 2022-23 while utilizing limited or no Auxiliary Enterprise reserves. As aforementioned, Auxiliary Enterprises will be under review throughout the remainder of the fiscal year to limit the reserve draw resulting from the revised revenue budget.

Actual expenditure activity for the period ending January 31, 2023, totals \$177.9 million, which is consistent with projections. The vast majority of the outstanding expense budget balance relates to anticipated third and fourth quarter compensation.

Action:

Radford University Board of Visitors approval of the 2022-23 third quarter operating budget adjustment as presented in Schedule B for the University Operating Budget.

RADFORD UNIVERSITY BOARD OF VISITORS

Resolution

March 24, 2023

Approval of the Radford University 2022-23 Operating Budget Adjustment

BE IT RESOLVED, the Radford University Board of Visitors approves the third quarter adjustments to the 2022-23 operating budget as presented in Schedule B for the University Operating Budget.

Student Representative Report

RADFORD
UNIVERSITY

Initiative Update

- Meetings with students and student leaders, individually and in focus groups, to discuss increasing participation in events
- Developing a Student Leader Summit



Campus Update

- Attending the Board of Visitors Student Representative Conference at Virginia Tech
- Connecting with current and future BOV Student Representatives across the Commonwealth



Goals/Findings

- Create Student Leader Summit
- Student Leaders are creating new ways to engage students
- Students who are not participating are uninformed

Questions?

Minutes

RADFORD UNIVERSITY

Board of Visitors

RADFORD UNIVERSITY

Board of Visitors

QUARTERLY MEETING
9:00 A.M.
DECEMBER 2, 2022
KYLE HALL, THIRD FLOOR, RADFORD, VA

DRAFT
MINUTES

BOARD MEMBERS PRESENT

Dr. Debra McMahon, Rector
Dr. Jay A. Brown, Vice Rector
Mr. Robert A. Archer
Ms. Jeanne S. Armentrout
Dr. Rachel D. Fowlkes
Mrs. Jennifer Wishon Gilbert
Mr. Mark S. Lawrence
Mr. Tyler W. Lester
Mr. George Mendiola, Jr.
Mr. David A. Smith
Mr. Marquett Smith
Ms. Lisa Throckmorton
Mr. James C. Turk
Dr. Kurt Gingrich, Faculty Representative (Non-voting Advisory Member)
Ms. Michaela Baker, Student Representative (Non-voting Advisory Member)

BOARD MEMBERS ABSENT

Ms. Lisa W. Pompa
Ms. Georgia Anne Snyder-Falkinham

OTHERS PRESENT

Dr. Bret Danilowicz, President
Ms. Karen Castele, Secretary to the Board of Visitors and Special Assistant to the President
Mr. Craig W. Cornell, Vice President for Enrollment Management
Ms. Stephanie J. Jennelle, Interim Vice President for Finance and Administration and Chief Financial Officer
Dr. Angela Joyner, Vice President for Economic Development and Corporate Education
Ms. Penny Helms White, Interim Vice President for Advancement and University Relations
Dr. Marten denBoer, Interim Provost and Senior Vice President for Academic Affairs
Dr. Susan Trageser, Vice President for Student Affairs
Mr. Mike Melis, Senior Assistant Attorney General, Office of the Attorney General

Before starting the meeting, Rector Debra K. McMahon asked for a moment of silence in honor of the University of Virginia students who tragically lost their lives.

CALL TO ORDER

Rector Debra K. McMahon called the quarterly meeting of the Radford University Board of Visitors to order at 9:02 a.m. in Kyle Hall, Room 340 and acknowledged that the meeting was being live streamed to the public.

APPROVAL OF AGENDA

Rector McMahon asked for a motion to approve the Board of Visitors meeting agenda for December 2, 2022, as published. Mr. Mark S. Lawrence so moved, Ms. Lisa Throckmorton seconded, and the motion carried unanimously.

APPROVAL OF MINUTES

Rector McMahon asked for a motion to approve the September 9, 2022 minutes of the Board of Visitors meeting. Dr. Rachel Fowlkes so moved, Mr. Marquett Smith seconded, and the motion carried unanimously.

RECOGNITION

Rector McMahon invited Director of Athletics Robert Lineburg to introduce the Women's Soccer team, who recently won the Big South championship.

Rector McMahon asked Faculty Sponsor Jeanne Mekolichick to introduce representatives of the Rugby Club, who presented President Danilowicz with a jersey and Cardinal Conference Bowl Championship trophy that they recently won.

PRESIDENT'S REPORT

President Bret Danilowicz shared the following information.

Undergoing significant change in personal, programs, and processes:

- Cabinet: 4 of 7 cabinet level positions open
- Enrollment Management: We are leaning towards the option of bringing back numerous enrollment functions to Radford rather than being so dependent upon external agencies for those functions. We are considering needs, talent, effectiveness, and cost. Short term modifications to the website to focus on enrollment have been made, and we are building towards new website structure for next year. We are also developing a new brand strategy for the institution.
- Highlander Success Center: Centralization of five+ different support units for student success. Dr. Nicole Hendrix leading this newly merged unit, working through numerous initiatives to improve student retention and graduation rates that reach across divisions.
- Expanding Competency-Based Education beyond certificates into degree programs. This will assist enrolling non-traditional students, particularly working adults, and is distinctive within the Commonwealth. Extensive administrative support in place, currently developing all the major-related and REAL courses needed in this new format.
- Faculty Workload: With the handbook change, deans are working through how to optimize faculty workload on student learning and engagement beyond the classroom. Informational session between the Board of Visitors and the Deans being organized for January.
- Radford University Carilion: Established a joint Strategic Leadership Committee with Carilion, first meeting in January 2023. Will determine priorities for program growth, help in planning

towards a new RUC building, and reorganize oversight and coordination committees put in place in 2017 for the merger.

- Board Committees: Reorganizing the way our committees are aligned with university priorities, building towards annual goals aligned with strategic plan.

President Danilowicz added that Radford University will continue to improve, and these changes will provide for improvements along many dimensions in the near future. We are at a ‘volume management’ point where we have identified the key changes to unblock improvement in future years. It is difficult to add more initiatives until we see these through successfully, which is why we will be developing a 2-year strategic plan by December 2023 which focuses on change management of these critical initiatives.

Freedom of Expression:

- Virginia Council of Presidents has prepared a Statement expressing our collective agreement in supporting Freedom of Expression on our campuses. It will be released soon- not an action item for all of the BOVs, just our unified statement of support of this effort across the Commonwealth.
- Civil Discourse and Freedom of Expression Task Force launched- chaired by one of our faculty Heather Keith, includes AP Faculty, staff and students. The Task Force is exploring curricular and co-curricular opportunities for campus engagement with the goal of having actionable recommendations by the end of the spring semester.
- Continue Table Top Exercises with the Board members including today, where we model civil discourse and prepare for differences of opinion when actual freedom of expression issues arise at the university.

Government Relations Update:

- The Council of Presidents continues to meet quarterly with Governor Youngkin to discuss higher education priorities and other matters of mutual interest. On December 15, Governor Youngkin will submit a revised revenue forecast and his proposed amendments to the 2022-2024 Biennial Budget and I will update the Board once we know what is included in the Governor’s budget proposal for Radford University.
- I have been meeting with General Assembly members around the Commonwealth over the last few months to provide an update on key University initiatives and advocate for the University’s budget priorities, and I look forward to continuing my conversations with General Assembly members in Richmond during the legislative session. You recently received a preliminary version of the University’s 2023 State Priorities, and a final version will be provided to you in early January.
- The 2023 General Assembly will convene on January 11 and is a short session that is traditionally extended to adjourn at the end of February. Higher education related legislation will likely include improving college access and affordability, addressing campus mental health and safety, and workforce development initiatives in key areas such as teacher education and health care.
- Radford University’s Advocacy Day will be held January 31-February 1 and provides an opportunity for students to visit the Virginia Capitol to meet with members of the General Assembly and engage with state leaders. As part of the 2023 Advocacy Day event, the University will be hosting a networking reception for students, Radford alumni working on or adjacent to Capitol Square, and legislators and government officials. Members of the Board are invited to participate in Advocacy Day and attend the reception.
- In October, the University welcomed members of the House Education Committee, the Senate Education and Health Committee, and other education policymakers and stakeholders.

campus for the Virginia Education Summit. In addition to hosting, I served as a panelist for a session on academic freedom of expression at the Summit.

- Radford City Council and Roanoke City Council members were on the ballot this year, and I look forward to meeting the newly elected councilors and continue engaging with our local government leaders. Our Congressional representatives, Congressman Morgan Griffith and Congressman Ben Cline, were re-elected as well and I look forward to continuing to partner with our federal delegation on federal priorities and funding opportunities.

QUALITY ENHANCEMENT PLAN UPDATE

Merrie Winfrey, J.D. and Sarah Kennedy, Ph.D. provided an update to the Quality Enhancement Plan (QEP) as part of the reaccreditation process. The QEP titled Realizing Inclusive Student Excellence has the goals of students successfully completing 100- and 200-level courses, students will experience a sense of academic belonging and students will experience a sense of campus belonging. The Board members engaged in conversation related to the plan, including barriers, faculty inclusion and measurements.

REPORT FROM THE ACADEMIC EXCELLENCE AND RESEARCH COMMITTEE

Dr. Rachel Fowlkes stated that the Committee met December 1, 2022 and reported that the Committee heard updates from Interim Provost and Senior Vice President for Academic Affairs Marten denBoer on the goals for 2022-2023 and other Academic Affairs updates. The Committee heard a progress report on the SACSCOC Reaffirmation, Open Education Resources and two student research projects.

ACTION ITEM:

Approval of Revisions to *Teaching and Research Faculty Handbook*, Section 2.3, Teaching Responsibilities

Dr. Fowlkes presented a recommendation for changes to the Teaching and Research Faculty Handbook, Section 2.3: Teaching Responsibilities. Rector McMahon asked for a motion to approve the change. Mr. George Mendiola so moved, Mr. Marquett Smith seconded, and the motion carried unanimously. A copy of the resolution is attached hereto as *Attachment A* and is made a part hereof.

REPORT FROM THE ADVANCEMENT, UNIVERSITY RELATIONS AND ENROLLMENT MANAGEMENT COMMITTEE

Ms. Lisa Throckmorton stated that the Committee met December 1, 2022 and shared that Vice President for Enrollment Management Craig Cornell provided updates on current enrollment strategies and application behaviors as they align to the goal of leveling-off new student enrollments for Fall 2023. Vice President Cornell provided an overview of national trends and an analysis is underway to fully evaluate Radford University's scholarship leveraging models. Adjustments are being made to adapt to the discoveries from the Fall 2022 class. Vice President Cornell also shared updates on need- and merit-based financial aid programs, and populations that saw the strongest growth and largest challenges over the past enrollment cycle. New funding from SCHEV for need-based programs is anticipated for the Fall 2023 class. These funds will expand the Radford Commitment to Value Program for student affordability and value.

Ms. Throckmorton reported that the Committee also heard from Interim Vice President for Advancement and University Relations Penny Helms White, who provided an update on the TOGETHER Campaign, which as of October 31, 2022, has raised over \$88.8 million and 133 new scholarships have been created now totaling over 600 scholarships. Currently, the winter 2022 magazine is underway to focus on the campaign and the first college newsletter is scheduled to go out in January. To increase alumni engagement opportunities and alumni donor participation, highlighted events include chapter planning sessions, February is for Highlanders, admissions ambassadors, alumni

marketing and branding focus groups, alumni chats and the newly formed TOGETHER alumni ambassadors. The inaugural Day of Gratitude was successfully launched on November 11, 2022 and planning is underway for 2023.

Vice President for Economic Development and Corporate Education Angela Joyner updated the Committee on the progress of the VisionPoint brand strategy project. The goal is to increase university brand awareness that positively impacts enrollment and retention for Radford University. The phased timeline is scheduled to launch in April through September of 2023.

REPORT FROM BUSINESS AFFAIRS AND AUDIT COMMITTEE

Mr. Marquett Smith, Chair, stated that the Committee met December 1, 2022 and shared the Committee heard a report from University Auditor Margaret McManus including the entrance conference document for the FY 2022 audit on behalf of the Auditor of Public Accounts. She also presented an oral report on the quarterly review of the University Discretionary Fund, updated the committee on the FY 2023 goal regarding completing information technology audits and a revised FY 2023 Audit Plan and a follow-up audit status report.

Mr. Smith reported that the Committee heard updates on the Finance and Administration goals, Faculty Handbook updates, capital and information technology project updates.

REPORT FROM THE GOVERNANCE, ADMINISTRATION AND ATHLETICS COMMITTEE

Mr. David A. Smith, Chair, stated that the Committee met December 1, 2022 and shared that Vice President for Economic Development and Corporate Education (EDCE) Angela provided a progress update on the 2022-23 goals and several new initiatives. The Committee heard an update on the U.S. Department of Education Professional Accelerated Cyber Education (PACE) grant, which will support efforts to empower rural students to secure high-skill, high-wage and in-demand jobs throughout southwest and southside Virginia by providing stackable CBE credentials in cybersecurity. The Committee heard updates on several key economic development initiatives and collaborative projects with the City of Radford. Mr. Smith added that the Committee heard how the is addressing nursing and teacher shortages through Project Nightingale and Project Schoolhouse. Both of these projects will incorporate a CBE approach and are currently targeted for a 2023 launch.

Mr. Smith reported that Director of Athletics Robert Lineburg presented the committee with athletic department updates on the FY22-FY23 department goals along with important dates and initiatives. The Student-Athlete Advisory Committee has decided to focus large efforts on community involvement this academic year to include partnering with McHarg Elementary School to develop a new mentorship program with elementary school students and student athletes. Mr. Smith stated that increased personnel are needed for the Highlander Club and future facility short-term goals for the Dedmon Center are replacing video boards, the sound system and a seating feasibility study.

REPORT FROM THE STUDENT SUCCESS COMMITTEE

Mr. Mark Lawrence, Chair, stated that the Committee met December 1, 2022 and shared the Committee first heard from Ms. Justine McLaughlin, Student Government Association President, presented an update on SGA initiatives and programming. SGA has hosted numerous events so far this year including a tailgate at the women's soccer game, breast cancer awareness trivia night, trunk or treat and pumpkin painting. An intentional goal for each event is to create a sense of belonging for students through relationship building.

Mr. Lawrence stated that Vice President for Student Affairs Susan Trageser gave an update on the Student Affairs goals with a focus on process improvement and highlighted work in the areas of first-generation student support and student well-being. The Center for Opportunity and Social Mobility was established in fall 2021 to support first-generation students. The Center facilitates connections for first-generation students to their peers through social programming. Students Sydney Jackson and Chelsy Alonso spoke to the committee regarding their experience as a first-generation student. Vice President Trageser also presented to the Committee the framework that guides work toward health and wellness initiatives. As the largest student employer on campus, Student Recreation and Wellness staff have a direct line to building relationships with students that foster and promote dialog leading to referrals and resources.

Assistant Provost of Undergraduate Education Nicole Hendrix reported on the Highlander Student Success initiatives. The Student Impediment Reduction Committee was formed to focus on improvement in operations to reduce impediments to student success and retention. Midterm grades were reported by 96% of faculty. Any student with a D or F at midterms was contacted by the Highlander Success Center to offer help and support. New student orientation has been refined to a one-day format to be held in early summer. Enhanced connections will take place over the summer months and new students will come to campus earlier in August for an extended orientation and introduction to campus life.

REPORT FROM THE FACULTY REPRESENTATIVE TO THE BOARD

Faculty Senate President Kurt Gingrich shared with the Board information on the most recent Collaborative on Academic Careers in Higher Education (COACHE) survey. The survey looks at nine categories: Research, teaching and service; Resources in support of faculty work; Benefits, compensation, and work/life; Interdisciplinary work and collaboration; Mentoring; Tenure and promotion policies and practices; Leadership and governance; Department collegiality, quality and engagement; and Appreciation and recognition. The response rate was slightly higher than in 2019 and higher than most peers. The survey revealed one area of strength – Health and Retirement Benefits – as well as eight areas of concern. Dr. Gingrich discussed the timing of the survey and believes that the university is at a different place now and should it be re-administered, the results would be different. Dr. Gingrich shared that ongoing efforts and next steps include continuing to build relationships between faculty and board, seek stability in senior leadership, support programs addressing DEI issues and build more programs for faculty mentoring.

REPORT FROM THE STUDENT REPRESENTATIVE TO THE BOARD

Student Representative to the Board Michaela Baker provided an update on her initiatives for the year, including hosting the first town hall club/organization meeting in September, developing a survey to distribute to student organizations in Spring semester; and meeting with student leaders to discuss their ideas and needs for upcoming semester. Ms. Baker said she traveled to James Madison University for the BOV Student Leader Summit where mental health discussions were held with representatives from other colleges and universities across the state. Ms. Baker stated that she will continue to meet with organizations on a regular basis and search for solutions on how best to serve the campus.

REPORT ON THE RADFORD UNIVERSITY FOUNDATION

Dr. Rachel D. Fowlkes, Representative to the Radford University Foundation Board of Directors, provided an update on recent Foundation news and activities. Dr. Fowlkes reported that the RU Foundation audit for fiscal year 2022 is an unmodified opinion on its consolidated financial report, the new anticipated opening date for the hotel is March, and Radford Child Development is doing well and continues to repay the RUF annually toward the loan that helped start the Center. Dr. Fowlkes reported that Virginia Foundation CEO Conference will be hosted by the Radford University

Foundation, led by Director John Cox, at the Highlander Hotel on May 31, 2023. The Radford University Foundation investment portfolio was down 4% for the first quarter of FY2023 and as of Nov. 30, the Foundation estimates that portfolio has gained back the losses from the 1st quarter and sits at an approx. 2.5% gain. The Radford Foundation recently relocated its office to 905 Tyler Avenue due to the sale of the Corporate Park in FY22. Dr. Fowlkes reminded Board members that naming opportunities for the Highlander Hotel are still available. Dr. Fowlkes distributed an asset summary report, attached hereto as *Attachment B* and made a part hereof.

PRESENTATION – A Deadly Spiral: The Increasing Morbidity and Mortality of Designer Street Drugs

Mr. Mark Lawrence introduced the presentation by highlighting the important state-wide initiative to educate the public on the dangers of fentanyl and other drugs, as well as the Board priority of student health and well-being. Mr. Lawrence introduced Dr. Robert L. Trestman, Senior Vice President and Chair of the Department of Psychiatry and Behavioral Medicine with Carilion Clinic and VT Carilion School of Medicine. Dr. Trestman provided an overview of the historic practices of drug use, changes in drugs and societal pressures that lead to usage. Dr. Trestman stressed the importance of education on the harmful drugs currently available.

CLOSED SESSION

Rector McMahon requested a motion to move into closed session. Mr. Bob Archer made the motion that the Radford University Board of Visitors convene a closed session pursuant to **Section 2.2-3711 (A) Items 7 and 8** under the Virginia Freedom of Information Act for consultation with legal counsel and briefings by staff members pertaining to actual or probable litigation and consultation with legal counsel regarding specific legal matters requiring the provision of legal advice, more specifically relating to Radford University facilities, and board statutory requirements relating to meetings. Mr. Lawrence seconded the motion. The Board of Visitors went into closed session at 12:27 p.m.

Dr. Jay A. Brown left the meeting at 1:35 p.m.

RECONVENED SESSION

Following closed session, public access to the meeting was reconnected. Rector McMahon called the meeting to order at 1:50 p.m. On the motion made by Mr. Archer and seconded by Ms. Throckmorton, the following resolution of certification was presented.

Resolution of Certification

BE IT RESOLVED, that 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	Yes
Ms. Jeanne S. Armentrout	Yes
Dr. Rachel D. Fowlkes	Yes
Mrs. Jennifer Wishon Gilbert	Yes
Mr. Mark S. Lawrence	Yes
Mr. Tyler Lester	Yes
Mr. George Mendiola	Yes

Mr. David A Smith	Yes
Mr. Marquett Smith	Yes
Ms. Lisa Throckmorton	Yes
Mr. James Turk	Yes
Dr. Debra K. McMahan	Yes

OTHER BUSINESS

Discussion and Approval of Committee Structure

Rector McMahan shared an overview of the process for restructuring the standing committees and stated that the Executive Committee was bringing forward a recommendation. Following discussion, Rector McMahan asked for a motion to approve the new structure. Mr. Archer so moved, Mr. Lawrence seconded, and the motion carried unanimously. A copy of the committee descriptions and resolution is attached hereto as *Attachment C* and is made a part hereof.

Bylaws Update

Rector McMahan shared that the Executive Committee was bringing forward updates to the Bylaws for consideration and approval by the full Board of Visitors. The updates include removal of the listing of standing committees, other than Executive Committee, to allow for more flexibility. Two other amendments reflect changes in the Code of Virginia regarding meetings. The first change is an update to individual participation by telecommunication means and the second addition meets the Board’s statutory obligation for holding all-virtual meetings. Rector McMahan to approve the amendments to the Bylaws. Ms. Throckmorton so moved, Mr. Marquett Smith seconded, and the motion carried unanimously. A copy of the resolution is attached hereto as *Attachment D* and is made a part hereof.

Freedom of Expression

Due to length of meeting, the Freedom of Expression exercise was postponed until next meeting.

ANNOUNCEMENTS

Rector McMahan announced the upcoming meeting dates.

Rector McMahan stated that there would be an all-virtual meeting in January to discuss faculty workload.

- March 23-24, 2023
- June 8-9, 2023
- July 23-25, 2023 - Retreat
- Sept. 7-8, 2023
- Nov. 30 – Dec. 1, 2023

ADJOURNMENT

With no further business to come before the Board, Rector McMahan adjourned the meeting at 2:02 p.m.

Respectfully submitted,

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

RADFORD UNIVERSITY BOARD OF VISITORS
December 2, 2022

**RESOLUTION TO AMEND THE
TEACHING AND RESEARCH FACULTY HANDBOOK**

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; and

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; and

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 2.3: Teaching Responsibilities** of the *Teaching and Research Faculty Handbook* as hereby amended. Said sections are to now read as follows:

[Motion to Revise the Teaching Responsibilities Language in the Teaching and Research Handbook](#)

Referred by: Curriculum Committee

MOTION:

The Faculty Senate recommends the addition of language (red type) and the deletion of language (stricken through) in section 2.3 Teaching Responsibilities of the T&R Faculty Handbook to read:

2.3 Teaching Responsibilities

~~For faculty members with responsibilities for advising, university service, and expectations of professional contributions, the normal teaching load is twelve (adjusted) semester hours per semester. For faculty who have no significant responsibilities other than teaching, the normal (adjusted) teaching load is fifteen semester hours per semester.~~

~~Assigned faculty teaching load reflects a variety of factors such as disciplinary norms, the number of students enrolled in classes, the number of preparations required, and the level of courses taught. Department chairs assign teaching responsibilities with the approval of the Dean~~

Assigned faculty teaching load reflects a variety of factors such as disciplinary norms and accreditation, the number of students enrolled in classes, the number of preparations required, the level and type of courses taught, and responsibility for laboratory, clinical, studio, or practicum instruction. Department chairs and school directors assign teaching responsibilities, based on university goals and priorities, department and college needs, consideration of disciplinary accreditation, and the faculty member's interests and capabilities, with the approval of the appropriate supervising dean.

The chair or director determines the faculty member's teaching load distribution for each academic semester in consultation with the faculty member, prior to the determination of the course schedule.

For faculty who have no significant responsibilities other than teaching, the normal (adjusted) teaching load is fifteen semester hours per semester. For faculty members with responsibilities for advising, university service, and expectations of professional contributions, the normal teaching load is twelve (adjusted) semester hours per semester.

Faculty who devote a significant amount of time in high-engagement practices may receive time reassigned from the normal (adjusted) teaching load. High-engagement practices are those that enhance student recruitment, retention, persistence, and degree completion.

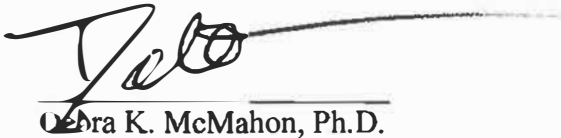
Faculty who are heavily committed to service or undertaking especially intensive professional, scholarly and creative contributions could have additional reassignment of time, arranged in consultation with their chair or director and the appropriate supervising dean.

Faculty involved in administration of academic programs may also have a reduced teaching load, in consultation with the appropriate supervising dean.

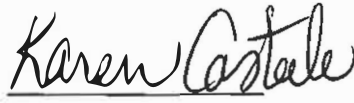
RATIONALE:

The revised language provides more detailed guidance on faculty teaching loads, including broad criteria for reassigned time. The revision clarifies that reassigned time may be appropriate for faculty with significant administrative or service responsibilities or for faculty engaged in especially intensive scholarly, professional, or creative activities. It also allows for the use of reassigned time to support university initiatives related to recruitment and retention.

Approved: December 2, 2022

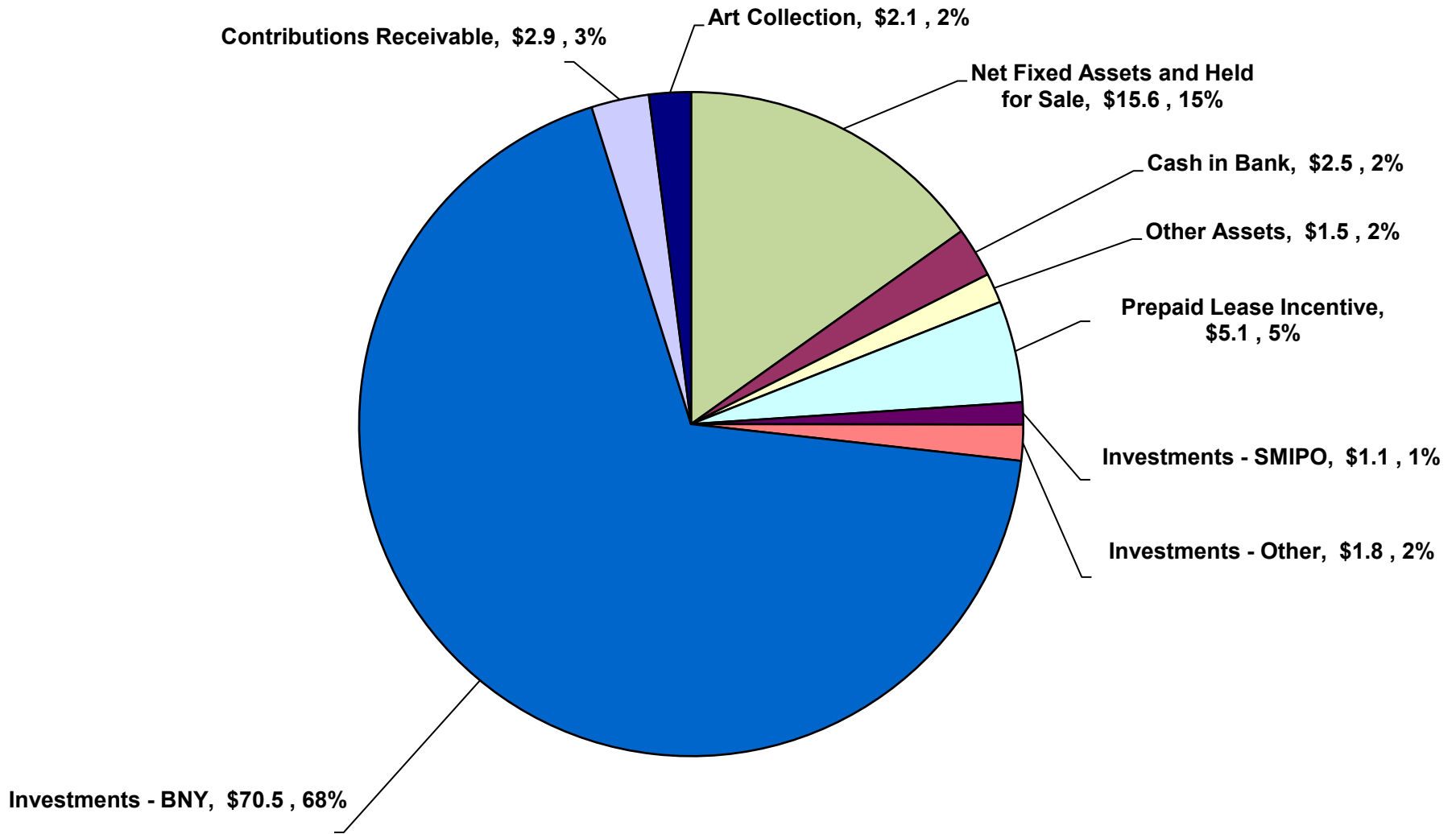


Debra K. McMahon, Ph.D.
Rector
Radford University Board of Visitors



Karen Castele
Karen Castele
Secretary to the Board of Visitors
Radford University

Radford University Foundation Asset Composition as of 9/30/22



(in millions)
Total Assets: \$103.1M

Radford University Board of Visitors Proposed Standing Committees

Academic Excellence and Student Success Committee

This committee provides guidance to the Board on matters essential to academic quality and student achievement. It reviews and recommends action to the Board on matters regarding the University's academic mission, purpose, plans and programs, including, but not limited to: the creation or elimination of academic programs and colleges, schools, departments and other units; faculty appointments, including policies and procedures governing sanctions and the award of tenure; academic standards, policies and support for student admission, retention, success and graduation; and the conferring of meritorious awards and honorary degrees.

Business Affairs and Audit Committee

This committee supports the Board's responsibilities for the budget process, accountability and general fiscal efficiency, the review and development of capital requests, as well as campus safety and security. This committee considers and makes recommendations to the Board on matters and policies that may include, but not limited to: budget, information technology and capital outlay. This committee also oversees the internal audit function of the University; receives reports from external auditors; and performs studies of financial matters as directed by the Board.

External Engagement Committee

This committee is responsible for oversight of the University's philanthropic partners and economic development initiatives to maximize engagement with and support for the University. This committee reviews recommendations and provides additional insight into alumni engagement, fundraising efforts, strategic partnerships, government relations, workforce development and continuing education program proposals that align with the University's mission and create a positive economic impact.

Enrollment Management and Brand Equity Committee

This committee is responsible for oversight of the efforts related to Radford University's enrollment, branding efforts, and programs that publicly promote the University. Through oversight of the University's enrollment strategies for all new students, outward facing public and community relations, in alignment with the University's brand, this committee reviews recommendations, offers motions, and provides additional insight related to meeting the enrollment needs and advancing the University's overall stature and reputation.

Student Affairs and Athletics Committee

This committee supports the Board's responsibilities for ensuring high-quality student experiences that appreciate differences and are equitable through the oversight of matters and policies related to student life and Intercollegiate Athletics. The committee considerations include, but are not limited to: student health, safety and well-being, student support services, student organizations and engagement, residential life and student conduct. The committee reviews and makes recommendations to the Board regarding Intercollegiate Athletics plans, personnel, and compliance with NCAA requirements.

Executive Committee

In addition to the responsibilities stated in the Code of Virginia and the Radford University Bylaws, the Executive Committee is responsible for overseeing the Board's compliance with state requirements; performing periodic risk management and opportunity assessments to highlight key issues for the administration and committee chairs to consider; working with the University administration on communication strategies and messaging with respect to emerging and urgent issues; working with the President to encourage and support an atmosphere that ensures that diverse members of the Radford University community are treated equally and fairly; working with legal counsel on legal matters including, but not limited to, conflicts of interest; reinforce the commitment of the Board of Visitors to shared governance; and ensuring an annual self-evaluation of the Board for ongoing improvement.

**Radford University Board of Visitors
Resolution**

**Approval of the Revised Standing Committee Structure
December 2, 2022**

WHEREAS, in July 2022, the Radford University Board of Visitors began discussing the standing committee structure and evaluating if the structure was meeting current and future needs of the University;

WHEREAS, after careful review of strategic goals, program synergy and desired outcomes, modifications to the standing committee structure is recommended to better align Board committees with the current and emerging issues facing the University;

WHEREAS, in addition to the Executive Committee, the revised standing committees are:
Academic Excellence and Student Success Committee,
Business Affairs and Audit Committee,
External Engagement Committee,
Enrollment Management and Brand Equity Committee, and
Student Affairs and Athletics Committee;

THEREFORE, BE IT RESOLVED that on this second day of the month of December in the year two thousand twenty-two, the Radford University Board of Visitors adopts the new standing committee structure and will review structure annually for effectiveness.

Approved: December 2, 2022



Debra K. McMahon, Ph.D.
Rector
Radford University Board of Visitors



Karen Castele
Secretary to the Board of Visitors
Radford University

**Radford University Board of Visitors
Resolution**

Amendment to the Bylaws

Now Therefore Be It Resolved, the Board of Visitors hereby amends the Radford University Board of Visitors Bylaws, as follows:

E. Individual Member(s) Participation via Electronic Communications.

1. An individual member may also participate in a meeting via electronic communication means from a remote location that is not opened to the public in the event of an emergency, a temporary or permanent disability or other medical condition that prevents the member's physical attendance; a medical condition of a family member that requires the board member to provide care and prevents the board member's physical attendance; the member's principal place of residence is more than 60 miles from the meeting location identified in the required notice for such meeting; or, the member is unable to attend the meeting due to a personal matter, a family member's medical condition that requires the member to provide care for such family member, or medical condition that prevents the member from attending in person, in accordance with the Code of Virginia §2.2-3708.32 and provided that:
 - a. If, on or before the day of the meeting, the member notifies the Rector that such member is unable to attend the meeting due to one of the provisions in E(1) above and, with regard to a personal matter, an emergency, personal matter, a family member's medical condition that requires the member to provide care for such family member, or medical condition that prevents the member's physical presence, and the member identifies with specificity the nature of the emergency or personal matter. However, a member may not use remote participation due to personal matters more than two meetings per calendar year or 25 percent of the meetings held per calendar year rounded up to the next whole number, whichever is greater.
 - b. The Board shall record the reason for the member to participate from a remote location, including the specific nature of any personal matter cited by the member as a basis, together with the remote location from which the member participates in the minutes of the meeting.
 - c. ~~There must be a quorum of the Board physically assemble at the primary location of the meeting.~~
 - d. c. The Board shall make arrangements for the voice of the remote participant to be heard by all persons at the primary location.
 - e. d. If any request for participation via electronic communication from a remote location is denied, the decision and rationale will be reflected in the minutes.

~~2. The Board of Visitors may hold meetings through electronic communication in accordance~~

~~with other parts of §2.2-3708.2.~~

F. All-Virtual Meetings.

The Board and any of its committees separately may hold all-virtual public meetings in which all who participate do so remotely, provided that the Board follows the requirements in the applicable provisions of the Virginia Code.

1. The required public notice of the Board meeting will indicate whether the meeting will be an in-person or all-virtual public meeting along with a statement notifying the public that the method by which the Board chooses to meet shall not be changed unless the Board provides a new meeting notice in accordance with the provisions of § 2.2-3707;
2. Public access to the all-virtual public meeting is provided via electronic communication means;
3. The electronic communication means used allows the public to hear all members of the Board participating in the all-virtual public meeting and, when audio-visual technology is available, to see the members of the public body as well;
4. A phone number or other live contact information is provided to alert the Board if the audio or video transmission of the meeting provided by the Board fails, the Board monitors such designated means of communication during the meeting, and the Board takes a recess until public access is restored if the transmission fails for the public;
5. A copy of the proposed agenda and all agenda packets and, unless exempt, all materials furnished to members of a public body for a meeting is made available to the public in electronic format at the same time that such materials are provided to members of the public body;
6. If public comment is customarily received at the meeting if it were conducted in-person, the public is afforded the opportunity to comment through electronic means;
7. No more than two members of the Board are together in any one remote location unless that remote location is open to the public to physically access it;
8. If a closed session is held during an all-virtual public meeting, transmission of the meeting to the public resumes before the Board votes to certify the closed meeting;
9. The Board does not convene an all-virtual public meeting (i) more than two times per calendar year or 25 percent of the meetings held per calendar year rounded up to the next whole number, whichever is greater, or (ii) consecutively with another all-virtual public meeting; and
10. Minutes of all-virtual public meetings held by electronic communication means are taken as required during a regular, in-person meeting and include the fact that the meeting was held by electronic communication means and the type of electronic communication means by which the meeting was held. If a member's participation from a remote location is

disapproved because such participation would violate Board Bylaws, such disapproval shall be recorded in the minutes with specificity.

. 11. The Board will apply the Individual Member(s) Participation via Electronic Communications and All-Virtual Meetings sections of the Board Bylaws strictly and uniformly, without exception, to all Board members without regard to the identity of the member requesting remote participation or the matters that will be considered or voted on at the meeting. A record will be kept of requests to use remote participation, and the approving or denying of the requests

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

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

H.-G. Tuition Notice and Public

and

A. Standing Committees.

Annually, the Executive Committee, along with the President, will assess current standing committee structure and the alignment with strategic goals of the University and existing or emerging issues. The Executive Committee will recommend new standing committees and/or changes to the current standing committees to the full Board of Visitors for approval as the need is determined

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

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

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

~~The standing committees are:~~

1. **Business Affairs and Audit.** This committee is generally responsible for reviewing and recommending action to the Board regarding the financial and business affairs of the University, including but not limited to, capital projects, grants, contracts, and the naming of facilities. This committee is responsible for reviewing recommendations and offering motions to the Board on matters and policies pertinent to information technology, including implementation of new technologies and systems affecting the University's computer systems, websites and telephone systems. This committee also oversees the internal audit function of the University; receives the annual financial audit report of the Auditor of Public Accounts; and performs studies of financial matters as directed by the Board.
2. **Student Success.** This committee is generally responsible for reviewing and recommending action to the Board on matters pertaining to students, including but not limited to, student retention, student support services and activities, student health and safety, student conduct and disciplinary standards, residential life, student organizations and activities, and the general quality of student life.
3. **Academic Excellence and Research.** The committee provides guidance to the Board on matters essential to academic quality. This committee is generally responsible for reviewing and recommending action to the Board on matters regarding the University's academic mission, purpose, plans, and programs, including, but not limited to the creation or elimination of academic programs and of colleges and schools and academic departments within the University; faculty appointments, and the policies and procedures governing the award of tenure; academic standards and policies for student admissions, progression and graduation; and the conferring of meritorious awards and honorary degrees.
4. **Governance, Administration, and Athletics.** This committee is generally responsible for considering and recommending action to the Board on policy matters pertaining to the administrative operations of the University, including personnel matters, and shall advise and consult with the President of the University on matters of human resources policy in regard to classified employees, university staff and other non-instructional faculty members employed by the University.

This committee is responsible for considering and recommending actions that cultivate and foster strategic partnerships, increase and strengthen the talent pipeline, and inspire and encourage innovative solutions, which ultimately provide greater opportunities for students and position Radford University as a leader of economic development in the region, Commonwealth of Virginia and beyond.

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

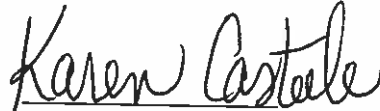
5. **Advancement, University Relations and Enrollment Management.** This committee is generally responsible for oversight of programs that promote private donations for, and alumni support of, the University, including related activities undertaken by the University directly and by affiliated foundations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

~~motions to the Board on matters and policies pertinent to the university's enrollment management strategy.~~

Approved: December 2, 2022



Debra K. McMahon, Ph.D.
Rector
Radford University Board of Visitors



Karen Castele
Secretary to the Board of Visitors
Radford University

End of Board of Visitors Materials



RADFORD UNIVERSITY

Board of Visitors

SPECIAL MEETING
1:00 P.M.
JANUARY 25, 2023
ALL-VIRTUAL MEETING

DRAFT **MINUTES**

BOARD MEMBERS PARTICIPATING BY ELECTRONIC COMMUNICATION

Dr. Debra McMahon, Rector
Mr. Robert A. Archer
Ms. Jeanne S. Armentrout
Dr. Rachel D. Fowlkes
Mr. George Mendiola, Jr.
Ms. Lisa W. Pompa
Mr. David A. Smith
Mr. Marquett Smith
Ms. Georgia Anne Snyder-Falkinham
Ms. Lisa Throckmorton
Mr. James C. Turk

BOARD MEMBERS NOT PARTICIPATING

Dr. Jay A. Brown, Vice Rector
Mrs. Jennifer Wishon Gilbert
Mr. Mark S. Lawrence
Mr. Tyler W. Lester

OTHERS PARTICIPATING

Dr. Bret Danilowicz, President
Ms. Karen Castelee, Secretary to the Board of Visitors and Special Assistant to the President
Dr. Marten L. denBoer, Interim Provost and Senior Vice President for Academic Affairs
Dr. Steven Bachrach, Dean of Artis College of Science and Technology
Dr. Joy Bhadury, Dean of Davis College of Business and Economics
Dr. Stephanie Caulder, Dean of College of Visual and Performing Arts
Dr. Kenneth M. Cox, Dean of Waldron College of Health and Human Services
Dr. Wendy Downey, Interim Dean of School of Nursing
Dr. Matthew J. Smith, Dean of College of Humanities and Behavioral Sciences
Dr. Tamara Wallace, Dean of College of Education and Human Development
Mr. Mike Melis, Senior Assistant Attorney General, Office of the Attorney General

CALL TO ORDER

Rector Debra K. McMahon called the special meeting of the Radford University Board of Visitors to order at 1 p.m. Rector McMahon stated that this was an all-virtual meeting and a link to view the meeting was provided to the public. Rector McMahon added that the purpose of the meeting is to have an in-depth conversation about faculty workload optimization which would be difficult during a regular Board meeting because of time limitations.

OVERVIEW OF FACULTY WORKLOAD OPTIMIZATION OPPORTUNITIES

President Danilowicz provided additional background for the meeting. President Danilowicz stated that Radford University has a strong record of teaching excellence and has traditionally measured productivity of faculty by courses taught. In December 2022, the Board approved a change in the Teaching and Research Faculty Handbook that removed the workload requirement and provides more flexibility in how faculty could use their time to benefit students. President Danilowicz added that he appreciates the deans working together with their department chairs and faculty to create a starting place for exploring new opportunities and creating change.

Interim Provost and Senior Vice President for Academic Affairs Marten denBoer added that our greatest challenges are recruiting and retaining students, and faculty are our greatest resource in engaging our students in meaningful ways. Optimizing these opportunities for workload adjustments will be new and create excitement.

Introduced by College of Humanities and Behavioral Sciences Dean Matthew J. Smith, each dean gave a presentation on ideas developed within their colleges.

As a recruitment strategy, Davis College of Business and Economics Dean Joy Bhadury shared an idea from a faculty member for expanded recruitment efforts with homeschooled children. College of Visual and Performing Arts Dean Stephanie Caulder shared the concept of Department Recruitment Coordinators. College of Humanities and Behavioral Sciences Dean Matthew J. Smith discussed additional activities with the Mock Trial initiation. Interim Dean of the School of Nursing Wendy Downey shared that at this point, Nursing will continue doing their specialized activities for recruiting and retention without adding new projects due to the number of vacant faculty positions. As retention strategies, Waldron College of Health and Human Services Dean Kenneth M. Cox shared that the Department of Communication Sciences and Disorders has converted office hours into a study hall. College of Education and Human Development Dean Tamara Wallace presented a program for mentorship of at-risk students. Artis College of Science and Technology Dean Steven Bachrach shared that mathematics and statistics faculty members will be offering drop-in tutoring study halls for department majors.

Following the presentations, the Board members engaged in conversation about how these opportunities will create change while building on the strengths of the university, including faculty and student engagement and mentorship.

OTHER BUSINESS

Rector McMahon brought forward an amendment to the Bylaws, Section 4 – Officers. The amendment adds the sentence “The Rector will appoint a Nominating Committee and designate the Chair of the Committee.” And removes the sentence, “The Governance, Administration and Athletics Committee acts as the Nominating Committee for officers of the Board.” The reason for the change is that the Governance, Administration and Athletics Committee no longer exists. A copy of the resolution is attached hereto as *Attachment A* and is made a part hereof.

ADJOURNMENT

With no further business to come before the Board, Rector McMahon adjourned the meeting at 2:41 p.m.

Respectfully submitted,

Karen Castele

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

**Radford University Board of Visitors
Resolution**

Amendment to the Bylaws

Now Therefore Be It Resolved, the Board of Visitors hereby amends the Radford University Board of Visitors Bylaws, as follows:

Section 4 – Officers

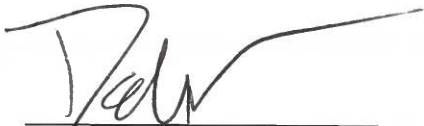
A. Officers. The officers of the Board are Rector and Vice Rector.

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

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

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

Approved: January 25, 2023



Debra K. McMahon, Ph.D.
Rector
Radford University Board of Visitors



Karen Castele
Secretary to the Board of Visitors
Radford University

End of Board of Visitors Materials

