

# RADFORD UNIVERSITY

Board of Visitors

## QUARTERLY MEETING

9:00 A.M.

DECEMBER 4, 2020

DAVIS COLLEGE OF BUSINESS AND ECONOMICS, ROOM 340

### **DRAFT** **MINUTES**

#### **BOARD MEMBERS PRESENT**

Mr. Robert A. Archer, Rector

Dr. Thomas Brewster

Dr. Jay A. Brown

Ms. Krisha Chachra

Dr. Rachel D. Fowlkes

Dr. Susan Whealler Johnston

Mr. Mark S. Lawrence

Dr. Debra K. McMahon

Mr. David A. Smith

Ms. Georgia Anne Snyder-Falkinham

Ms. Lisa Throckmorton

Dr. Katie Hilden, Faculty Representative (Non-voting Advisory Member)

Ms. Samantha Powell, Student Representative (Non-voting Advisory Member)

Mr. Gregory A. Burton participated via electronic communication from his home. Mr. Burton contacted the Rector prior to the meeting to inform him of a health-related matter that would prevent him from attending the meeting in person. He left the meeting at 11:30 a.m.

#### **BOARD MEMBERS ABSENT**

Mr. James R. Kibler, Jr., Vice Rector

Ms. Karyn K. Moran

Ms. Nancy A. Rice

#### **OTHERS PRESENT**

Dr. Brian O. Hemphill, President

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

Mr. Craig Cornell, Vice President for Enrollment Management

Dr. Lyn Lepre, Provost and Vice President for Academic Affairs

Ms. Wendy Lowery, Vice President for Advancement and University Relations

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

Ms. Ashley Schumaker, Chief of Staff and Vice President for Strategic Operations

Dr. Susan Trageser, Vice President for Student Affairs

Mr. Allen T. Wilson, Assistant Attorney General, Commonwealth of Virginia

Dr. Corey Herd Cassidy, Executive Director of the Academic Success Center, for presentation

## **CALL TO ORDER AND OPENING COMMENTS**

Rector Robert A. Archer called the quarterly meeting of the Radford University Board of Visitors to order at 9:02 a.m. in the Davis College of Business and Economics, Room 340.

Rector Archer began by welcoming everyone to the last scheduled Board of Visitors meeting for 2020 and expressed his enthusiasm for the ability to be together. Rector Archer shared with the Board members how much that he and President Hemphill appreciate their continued support and focus during this difficult time. This support, coupled with outstanding plan execution by the administration, staff, faculty and students, has resulted in the successful completion of the Fall 2020 semester. Rector Archer also, on behalf of the Board, thanked President Hemphill and his team, our great faculty and especially our students for pulling together in navigating the semester successfully. He added, going forward, that we will continue to be vigilant and comply with all guidelines surrounding the successful operation under the realities of a pandemic until we return to a more normal life, hopefully in 2021.

Rector Archer also shared that he would be remiss if he did not say how proud he was of the manner in which Radford University students effectively expressed their opinions in response to our nation's racial unrest and search for equality for all. Rector Archer shared that he believes that the students involved also used the event as a learning experience, in how to peacefully express opinions in a manner that invites enhanced debate and ultimately a better understanding of these long-standing societal issues and the need for further change.

Rector Archer provided brief comments related to some changes that were implemented based on feedback related to committee structure and reporting. The intent is to provide more opportunity for thoughtful discussion, as well as a more streamlined reporting process.

Rector Archer closed by thanking each person for their continued hard work on behalf of Radford University and our students.

## **APPROVAL OF AGENDA**

Rector Archer asked for a motion to approve the Board of Visitors meeting agenda for December 4, 2020, as published. Dr. Thomas Brewster so moved, Mr. Mark S. Lawrence seconded, and the motion carried unanimously.

## **APPROVAL OF MINUTES**

Rector Archer asked for a motion to approve the September 11, 2020 minutes of the Board of Visitors meeting. Mr. Lawrence so moved, Dr. Debra K. McMahon seconded, and the motion carried unanimously.

## **RECOGNITION**

Rector Archer recognized students Grace Hurst and Chase Arrington for their academic achievements and successful engagement in campus activities. Both students expressed a desire to take on additional responsibility and represent all students as the Student Representative to the Board of Visitors in Summer 2020. A copy of the resolutions are hereto attached as *Attachment A and B*, respectively, and is made a part hereof.

## **PRESIDENT'S REPORT**

President Brian O. Hemphill, Ph.D. began his report by acknowledging the hard work of the many faculty and staff who worked diligently on behalf of the University in support of student

engagement and success in the midst of the ongoing global health pandemic. He continued by highlighting a number of activities, events and initiatives from the Fall 2020 semester.

President Hemphill stated that, on November 13, 2020, he was honored to deliver the annual State of the University Address. This year's address, which highlighted significant accomplishments and future plans, was shared through a digital platform due to an ongoing and strong focus on the health, safety and well-being of Highlander students, faculty, staff and supporters. One of the highlights of this year's address was an update on the hotel project, which was announced as part of last year's address. During the address, President Hemphill shared the team of companies assembled to bring the project to life by 2023. The name of the hotel, The Highlander, was announced, along with details regarding how the history of the institution and the region will be featured in the hotel's design features. Another focus of this year's address, he stated, was the manner in which the Radford family has united in the face of adversity and the midst of COVID-19. Finally, a number of individuals and programs were highlighted for exemplary contributions during the prior academic year.

President Hemphill also shared that the 2019-2020 Annual Report was recently distributed in print and online formats. He added that the items contained within this year's edition provide a robust outline of a busy year filled with exciting celebrations and significant achievements.

President Hemphill stated that, on November 20, 2020, the Radford family proudly and safely celebrated the academic achievements of the Fall 2020 graduating class with a virtual celebration. The graduating class of both Radford University and Radford University Carilion (RUC) included 602 students with 457 from main campus and 145 from RUC. In this class, 18 associate degrees, 496 bachelor's degrees, 81 master's degrees and seven doctoral degrees were awarded. The youngest graduate was 19 years old, and the oldest graduate was 66 years old. The class also included 196 first-generation students and five veterans.

In preparation of the upcoming 2021 General Assembly Session, President Hemphill stated that he has begun traveling across the Commonwealth in order to share information with state leaders regarding the University's priorities and goals. In addition to in-person meetings with members of both the House and Senate, he is engaging with officials virtually based on individual availability and preferences. He added that, for the 2021 session, the University is focused on advocating for continued investments in higher education and expanded investments in Radford students, specifically need-based financial aid and RUC operating support.

President Hemphill closed his remarks with a note of gratitude. He stated he must acknowledge our talented students, world-class faculty and dedicated staff, as well as passionate alumni, generous supporters and caring community. He added the foundation of our success for Fall 2020 was a detailed and thoughtful Campus Reopening Plan. However, it was the Highlander spirit of care and compassion that made our success a reality. President Hemphill then recognized individuals, groups and offices with specific contributions to the success of the semester. Rector Archer and other Board members commended the President and staff for their remarkable achievement. A copy of the report is attached hereto as *Attachment C* and is made a part hereof.

#### **REPORT FROM THE ACADEMIC EXCELLENCE AND RESEARCH COMMITTEE**

Dr. Thomas Brewster, Chair, stated that the Academic Excellence and Research Committee met on December 3, 2020 and shared the following information.

Dr. Brewster said that Provost and Vice President for Academic Affairs Lyn Lepre, Ph.D. presented information on Innovation and Excellence in Teaching: The Impact of Teaching Modality on Student Learning and Success, which included information regarding the complexities and how to best deliver courses given the restrictions and impacts of COVID-19. Following the presentation, Provost Lepre led a discussion beginning with asking the question, “What have you heard and read about the impact of alternate teaching modalities this semester?”

Dr. Brewster reported that emeritus status has been awarded to two faculty, which were Associate Professor Roxie Novak (Posthumous), Department of Mathematics and Statistics, and Professor Patricia Shoemaker, Ph.D., School of Teacher Education and Leadership.

Dr. Brewster reported that the Committee heard from Faculty Senate President Katie Hilden, Ph.D. who shared the recent work of the Faculty Senate, including 40 motions, Faculty Teaching Survey, REAL Council update and upcoming spring activities.

Dr. Brewster announced to the Board members that the Academic Excellence and Research Committee would like to bring forward a Resolution Recognizing Radford University Outstanding Faculty and that a copy of the proposed resolution was before them. He asked the Board members to review the resolution and if there would no objections, could he have a motion to approve the resolution. Mr. Lawrence made the motion, Ms. Georgia Anne Snyder-Falkinham seconded, and the motion carried unanimously. Dr. Brewster then read the resolution aloud as a copy was presented by Rector Archer and President Hemphill to Faculty Senate President Hilden on behalf of all faculty. A copy of the resolution is attached hereto as ***Attachment D*** and is made a part hereof.

#### **REPORT FROM BUSINESS AFFAIRS AND AUDIT COMMITTEE**

Mr. Mark Lawrence, Vice Chair, stated that the Committee met December 3, 2020 and shared the following information.

Mr. Lawrence stated that University Auditor Margaret McManus presented an oral report to the Committee on the review of University Discretionary Fund expenditures for the quarter ended September 30, 2020. He added that 100% of the fund’s expenditures were reviewed, and all were found in compliance with the Board of Visitors guidelines. Mr. Lawrence said that she also presented a report on the audit of Sponsored Programs and Grants Management and a follow-up audit status report.

Mr. Lawrence reported that Vice President for Finance and Administration and Chief Financial Officer Chad A. Reed provided an update on capital projects currently in progress, including the Center for Adaptive Innovation and Creativity, which will be the largest building project in the history of the University. He added updates on property acquisition, the forthcoming new hotel, residence halls renovations and the River Campus project. Mr. Lawrence shared that Vice President Reed also provided the Committee with an update on the University’s succession plan submitted to the Department of Human Resource Management. Mr. Lawrence added the importance of such planning and that 8.1% of the employees are eligible for service retirement within five years, and the resignation rate is 8%. Additionally, Mr. Lawrence reported the Committee received an overview of the proposed 2020-22 Budget Amendments from the 2020 Special Session of the General Assembly, including the impact of funding changes proposed for the University’s operating budget.

## **ACTION ITEM**

### **Approval of Radford University's Crisis and Emergency Management Plan**

Mr. Lawrence reported that Vice President Reed shared the proposed Crisis and Emergency Management Plan that was originally approved by the Board of Visitors in 2008 and last approved in 2016. Mr. Lawrence stated that the Committee is recommending approval of the Plan, which is required every four years. Rector Archer asked for a motion to approve the Crisis and Emergency Management Plan. Dr. Susan Whealler Johnston so moved, Dr. Brewster seconded, and the motion carried unanimously. A copy of the resolution is attached hereto as *Attachment E* and is made a part hereof.

## **REPORT FROM THE GOVERNANCE, ADMINISTRATION AND ATHLETICS COMMITTEE**

Dr. Jay A. Brown stated that the Committee met December 3, 2020 and shared the following information.

Dr. Brown reported that Special Advisor to the President for Partnerships and Chief Innovation Officer Angela Joyner, Ph.D. provided an update on the 2020-2025 strategic vision for the Vinod Chachra IMPACT Lab, which included an overview, history and accomplishments of the Lab and its programs. Dr. Brown stated that Dr. Joyner also provided a brief overview of future-proofing the workforce and accelerating skills acquisition based on a recent Boston Consulting Group report. Their department looked at the current landscape to determine what the Vinod Chachra IMPACT Lab could look like over the next five to 10 years, determining the best growth business model, opportunities and accelerated changes exposed by the pandemic.

Dr. Brown stated that Dr. Joyner engaged the Committee members in an overview and conversation of how to capitalize on the industry disruptors and dynamic workforce development needs. The discussion consisted of a Healthy Business Model approach that would drive sustainable growth in the future.

Dr. Brown reported that Director of Athletics Robert Lineburg updated the Committee on recent events within Athletics. Members of the Executive Board for the Student-Athlete Advisory Committee were shared and that student athletes participated in a number of community service initiatives in the New River Valley, with over 4,100 total volunteer hours with 100% participation from every athletic program. Dr. Brown also stated the Committee learned about the diversity, equity and inclusion initiative, which in alignment with the NCAA and the Big South Conference. Radford University Athletics is committed to fostering an environment of equity and inclusion where student-athletes, coaches and staff of all backgrounds are empowered to educate, engage, grow, compete and lead together.

Dr. Brown shared that Men's Basketball is ranked sixth in the preseason poll, and Women's Basketball is ranked second. Dr. Brown also shared that the Committee was updated on future growth of athletics, the baseball turf project, the Women's Sports Leadership Fund, Resource Development and important updating events.

Dr. Brown reported that, in other Committee business, there was a discussion regarding the potential of additional public comment opportunities. The Committee will review practices of other schools and discuss at the next meeting.

## **REPORT FROM THE STUDENT SUCCESS COMMITTEE**

Dr. Debra K. McMahon stated that the Committee met December 3, 2020 and shared the following information.

Dr. McMahon stated that the first report was from Student Government Association (SGA) President Chris Davis, who presented updates on SGA initiatives for the 2020-2021 academic year. Dr. Mahon shared that the SGA Executive Board took a lead role in reminding students of the importance of the Daily COVID-19 Symptom Tracker and hosted a contest to increase participation. SGA passed two resolutions: one supporting Black Lives Matter and one requesting that faculty be required to post mid-term grades for all students not just freshmen. A voter registration event was held, and SGA wrote thank you notes to the essential University workers. Dr. McMahon also shared upcoming spring activities.

Dr. McMahon reported that Associate Vice President for Student Affairs and Dean of Students Angie Mitchell and Associate Vice President for Student Life Tricia Smith presented on diversity, equity and inclusion on campus, which initiated much discussion. Dr. McMahon stated that they outlined Fall 2020 programming, which created opportunities for conversations about race and diversity working toward building a more inclusive campus community.

Dr. McMahon shared that Vice President for Student Affairs Susan Trageser, Ed.D. provided the Division of Student Affairs report. The Committee learned that Housing and Residential Life continues to implement the Tartan Residential Education Kit (TREK) through intentional conversations, active programs, snack chat topics, social media outreach and bulletin boards in the residence halls. She also stated that much of the focus in the Center for Diversity and Inclusion this semester has been on ally development and education, and the Center for Accessibility Services offered tutorial Zoom sessions on accommodation procedures for faculty and students, revised the testing and notetaking procedures and held an outreach campaign to respond to students' needs this semester.

Dr. McMahon concluded her report by thanking Dr. Trageser and her staff for helping to keep our students healthy and well.

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

Ms. Lisa Throckmorton stated that the Committee met December 3, 2020 and shared the following information.

Ms. Throckmorton reported that Vice President for Enrollment Management Craig Cornell provided an update on the Fall 2021 new student enrollments for Radford University and Radford University Carilion (RUC), as well as a brief overview of several new initiatives related to fall recruitment. Ms. Throckmorton shared that freshman applications are coming in at a slower pace than normal, but the differential is decreasing and added that applications are down across the country. She also shared that RUC is continuing to see strong application growth, and Radford University has seen a growth of financial aid applicants, which is in contrast to the national picture. Ms. Throckmorton shared our admits are up 17%, and that new transfer student applications are expected to be challenging this year due to community college enrollment pipelines. Ms. Throckmorton shared new campaigns are being launched and re-engagement campaigns are underway.

Ms. Throckmorton reported that Vice President Cornell, along with Vice President for Advancement and University Relations Wendy Lowery, engaged the Board in an overview and conversation of the exciting new programmatic marketing efforts underway between their offices and the Division of Academic Affairs. Ms. Throckmorton shared that this approach is designed to more intentionally highlight areas of the University to potential students by aligning them with their academic program more effectively. Ms. Throckmorton stated that the Committee saw a sample of the new programmatic marketing in a short video, highlighting the Department of Music.

Ms. Throckmorton reported that Vice President Lowery provided updates to the Committee on University Relations, Alumni Relations, Annual Giving and Major Gifts. Ms. Throckmorton stated that University Relations has selected VisionPoint as the new marketing vendor after a comprehensive and competitive RFP process. Ms. Throckmorton shared several recent video projects that have been completed, including the State of the University Address, 2020 Winter Commencement Celebration and Degree Conferral and Alumni Association Awards.

Ms. Throckmorton shared the successes of the Virtual Homecoming in October with over 60 events or activities planned with over 32 states and 12 countries represented by participants and provided an update to the Annual Giving activities and results. Ms. Throckmorton closed her report by sharing the overall giving is at \$7,225,499, as of November 30, 2020, which is an increase from \$3,954,684 at the same time last year.

#### **REPORT FROM THE STUDENT REPRESENTATIVE TO THE BOARD**

Samantha Powell, Student Representative to the Board, shared her initiatives for this year, including expanding the networking between administration and students and promoting unity among all students in the Radford family. Two committees have been created to help achieve the goals, and work will continue during spring semester. A copy of the report is attached hereto as *Attachment F* and is made a part hereof.

#### **REPORT ON THE RADFORD UNIVERSITY FOUNDATION**

Dr. Rachel Fowlkes, Representative to the Radford University Foundation Board of Directors, provided an update on recent Foundation news and activities. Dr. Fowlkes stated that the hotel project is proceeding, and they hoped to take contracts to the Real Estate Board and the Foundation Board, for their approval, by January. Dr. Fowlkes reported that RU Corporate Park may be put up for sale in early 2021, and the Real Estate Board has approved listing the property. She added that the Foundation's Audit Firm met with both the Audit Committee and the Foundation Board in November, and the 2020 audit went very well. Dr. Fowlkes shared that Bill McNulty '91, of Morgan Stanley, has agreed to act as an advisor to the Student Managed Investment Portfolio Organization (SMIPO). Mr. McNulty chairs the Foundation's Investment Committee. Dr. Fowlkes closed her report by sharing total assets for the Foundation grew to \$124 million as of September 30 and most of the increase was related to investment earnings for the quarter ended September 30. Dr. Fowlkes distributed an asset summary report, attached hereto as *Attachment G* and made a part hereof.

#### **ACADEMIC SUCCESS CENTER UPDATE**

Executive Director of the Academic Success Center Corey Herd Cassidy, Ph.D. provided a brief overview of the Center. When fully implemented, the Center will be comprised of all academic advisors from across the University and staff from the Office of New Student and Family Programs and the Office of Student Success. The Center team spans the divisions of Enrollment Management, Student Affairs and Academic Affairs. Now housed under the direct guidance of Provost Lepre, every member of the team brings an area of expertise. In addition to the core team, the Executive Director of General

Education Nicole Hendrix, Ph.D., is also housed in the Center to ensure seamless communication and collaboration, on behalf of the students and as liaisons to our faculty to effectively explore, navigate and thrive within the new REAL curriculum.

Dr. Cassidy shared that the Center is committed to students through a continuum of support from enrollment through graduation. The support of students begins as soon as they enroll and continues until they persist through graduation. Prior to Quest, students will be provided with an innovative, interactive Welcome Module through which they will engage and complete PathwayU, an online assessment program that considers students' personalities, strengths, challenges and career considerations. Academic advisors will engage with students and help them on the path to empowerment. Throughout Quest and once they arrive, the team will work across campus to implement intentional and multiple touchpoints with first- and second-year students in their respective programs to ensure connections are made and relationships are built between students, faculty and campus resources from the very beginning of each student's journey.

Dr. Cassidy reported that, between July 28 and November 20, 2020, the Center served 1,382 individual students through 2,887 academic advising and success coaching appointments. Advisors have added 1,808 notes in Starfish that represent additional touchpoints, including phone calls, emails, and other outreach, beyond appointments. In addition to serving students directly, the team completed 72 hours of structured professional development and cross-training between August 1, 2020 and November 20, 2020.

Dr. Cassidy continued by sharing that at this time, the Center is fully engaged in Phase I of implementation and is serving the first cohort of students. Advisors were each assigned a caseload and have provided centralized, holistic, individualized academic advising throughout the Fall 2020 semester to 916 students. Working closely with faculty advisors and mentors in all of our colleges, these students are served directly by their academic advisors for both their first and second years. In Phase II, which will be initiated in May 2021, the Center will be fully staffed with 32 team members when all of the professional advisors from each of the colleges join the team. Effective in Summer 2021 (Phase II), all incoming students, including freshman and transfer students, will be provided with academic advising services through the Center. Sophomores will continue to be served within the Center by their assigned academic advisors, as well as faculty co-advisors. A copy of the presentation is attached hereto as *Attachment H* and is made a part hereof.

### **WELLBEING and COVID-19**

Vice President Trageser provided information in the impacts of COVID-19 to students, including depression and anxiety, academic stress and coping strategies. Dr. Trageser shared that, as we think about our new entering and first-time college students, the pandemic has impacted many important celebrations and milestones in their lives. Their transition to Radford has been different, Quest was virtual, and some of the students and their families had not been on campus until they moved into their residence halls. Dr. Trageser continued by stating the students arrived to campus with health and safety at the forefront, and their transition to campus has been very different than they imagined and hoped. She said that many of our students have struggled with depression and anxiety for quite some time, and the increase in depression has been attributed to the extra effort and strain required to complete what have been common, everyday activities that ward off depression, such as socializing with peers, exercising and forming study groups. And with larger traditional events, like Club Fair occurring virtually, students have mentioned feeling challenged to make greater connections.



Dr. Trageser stated the pandemic has had interesting impacts on the Student Counseling Center, examining the data from the first 10 weeks of the past three fall semesters. The historical high was in fall of 2019, in terms of the number of unique students seen by Student Counseling and initial consultations completed. Despite the Fall 2020 numbers being lower than the previous fall, the total number of appointments attended and individual counseling sessions attended are at all-time highs. The total appointments attended are up 33% this fall, and even more staggering is that individual counseling sessions attended are up 274% this fall. Dr. Trageser added that several factors are likely contributing to this increase, including the Student Counseling Center being fully staffed this fall unlike last fall, with six clinical interns compared to two last fall, and the new offering of concise sessions. She added concise sessions are 25–30 minutes counseling sessions versus the traditional 50–60 minutes. Both types of sessions are being offered this fall, but many more students are engaging in concise sessions, as opposed to traditional ones.

Dr. Trageser also updated the Board members on the response to recommendation from the external review of Student Counseling Services. The recommendations were prioritized, and the top five implemented, including: focus on the clinical triage model; grow the number of clinical trainees in the Center; seek accreditation; diversify staff; and establish a care/case management position. A copy of the presentation is attached hereto as *Attachment I* and is made a part hereof.

### **CLOSED SESSION**

Rector Archer requested a motion to move into closed session. Dr. Brewster made the motion that the Radford University Board of Visitors convene a closed session pursuant to Section 2.2-3711 (A) Item 1, 3 and 7 under the Virginia Freedom of Information Act for the discussion of personnel matters; discussion or consideration of the acquisition of real property for a public purpose; and consultation with legal counsel and briefings by staff members or consultants pertaining to actual or probable litigation, where such consultation or briefing in open meeting would adversely affect the negotiating or litigating posture of the public body. Mr. Lawrence seconded the motion. The Board of Visitors went into closed session at 11:40 a.m.

### **RECONVENED SESSION**

Following closed session, public access to the meeting was reconnected. Rector Archer called the meeting to order at 12:52 p.m. On the motion made by Dr. Brewster and seconded by Dr. Johnston, 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
Dr. Thomas Brewster	Yes
Dr. Jay A. Brown	Yes
Ms. Krisha Chachra	Yes
Dr. Rachel Fowlkes	Yes
Dr. Susan Whealler Johnston	Yes

Mr. Mark Lawrence	Yes
Dr. Debra K. McMahon	Yes
Mr. David A Smith	Yes
Ms. Georgia Anne Snyder-Falkinham	Yes
Ms. Lisa Throckmorton	Yes
Mr. Robert A. Archer, Rector	Yes

The resolution of certification was unanimously adopted.

**OTHER BUSINESS**

**RECOMMENDATION FOR APPROVAL OF PERFORMANCE PLAN UPDATE**

Rector Archer asked for a motion to approve the resolution for President Brian O. Hemphill’s Performance Plan Update for 2020-2021. Dr. Brewster so moved, Mr. Lawrence seconded, and the motion carried unanimously. A copy of the resolution is attached hereto as *Attachment J* and made a part hereof.

**RECOMMENDATION TO APPROVE VOLUNTARY EARLY RETIREMENT INCENTIVE PROGRAM**

Rector Archer asked for a motion to approve the resolution for Voluntary Early Retirement Incentive Program. Dr. Fowlkes so moved, Mr. Lawrence seconded, and the motion carried unanimously. A copy of the resolution is attached hereto as *Attachment K* and made a part hereof.

**ANNOUNCEMENTS**

Rector Archer announced the upcoming meeting dates.

February 11-12, 2021

April 22-23, 2021

August 8-10, 2021 Retreat

**ADJOURNMENT**

With no further business to come before the Board, Rector Archer adjourned the meeting at 1:00 p.m.

Respectfully submitted,

Karen Castele

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



**RESOLUTION RECOGNIZING  
GRACE HURST**

**WHEREAS**, Grace Hurst is a junior at Radford University majoring in Communications Studies with a concentration in Public Relations; and

**WHEREAS**, Ms. Hurst's outstanding academic record and commitment to academics earned her acceptance into the University's esteemed Honors College; and

**WHEREAS**, Ms. Hurst strives to find ways to help her fellow Highlanders reach their fullest potential; and

**WHEREAS**, Ms. Hurst skillfully engages as a campus leader, currently serving as the Student Government Association Chief of Staff, Honors UNIV 100 Peer Instructor and Resident Assistant; and

**WHEREAS**, Ms. Hurst's call for service extends beyond the campus and into the community, as she currently serves on the Calfee Community and Cultural Center Board of Directors in Pulaski, Virginia, providing knowledge of the history of the Calfee Training School in the effort to renovate the current structure into a Community and Cultural Center; and

**WHEREAS**, in Summer 2020, Ms. Hurst expressed a desire to further her ability to help others and represent all students as the Student Representative to the Board of Visitors; and

**WHEREAS**, the Radford University Board of Visitors commends Ms. Hurst for her outstanding academic achievements, successful engagement in campus activities and passion to help others;

**NOW, THEREFORE BE IT RESOLVED**, that on this fourth day of the month of December in the year two thousand twenty, the Radford University Board of Visitors hereby considers and passes this resolution of commendation to Ms. Grace Hurst for exemplifying the strong qualities of a Highlander, which will enable life-long success, and furthermore that this resolution be preserved in perpetuity in permanent business records of the Radford University Board of Visitors and a copy be presented to Ms. Grace Hurst.

A handwritten signature in black ink that reads "Robert A. Archer".

Robert A. Archer  
Rector

A handwritten signature in black ink that reads "Brian O. Hemphill".

Brian O. Hemphill, Ph.D.  
President



**RESOLUTION RECOGNIZING**  
**CHASE ARRINGTON**

**WHEREAS**, Chase Arrington is a senior at Radford University double majoring in Management and Marketing, with a concentration in Entrepreneurship; and

**WHEREAS**, Mr. Arrington gained an early interest in business by supervising the family farm operations in Bassett, Virginia; and

**WHEREAS**, Mr. Arrington came to Radford with already established characteristics of a strong Highlander, such as being trustworthy, loyal, helpful, friendly and brave, after successfully earning the rank of Eagle Scout; and

**WHEREAS**, Mr. Arrington, throughout his tenure at Radford University, has demonstrated leadership, investment and advocacy skills; and

**WHEREAS**, Mr. Arrington currently serves as the Student Government Association Parliamentarian, after previous holding Vice President and Senator positions, serves as a Junior Analyst in the Student Managed Investment Portfolio Organization (SMIPO), and has represented Radford University at Advocacy Day in Richmond for the past three years; and

**WHEREAS**, in Summer 2020, Mr. Arrington expressed a desire to accept more responsibility and represent all students as the Student Representative to the Board of Visitors; and

**WHEREAS**, the Radford University Board of Visitors commends Mr. Arrington for his outstanding academic achievements, successful engagement in campus activities and effective leadership positions;

**NOW, THEREFORE BE IT RESOLVED**, that on this fourth day of the month of December in the year two thousand twenty, the Radford University Board of Visitors hereby considers and passes this resolution of commendation to Mr. Chase Arrington for exemplifying the strong qualities of a Highlander, which will enable life-long success, and furthermore that this resolution be preserved in perpetuity in permanent business records of the Radford University Board of Visitors and a copy be presented to Mr. Chase Arrington.

A handwritten signature in black ink, reading "Robert A. Archer".

Robert A. Archer  
Rector

A handwritten signature in black ink, reading "Brian O. Hemphill".

Brian O. Hemphill, Ph.D.  
President

**RADFORD**  
**UNIVERSITY**Brian O. Hemphill, Ph.D.  
President

## MEMORANDUM

TO: Members of the Board of Visitors

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

DATE December 4, 2020

RE: President's Report

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I would like to begin my report today by acknowledging the hard work of the many faculty and staff who have worked diligently on behalf of the University in support of student engagement and success in the midst of the ongoing global health pandemic. Today, I will highlight a number of activities, events, and initiatives from the Fall 2020 semester.

**2020 State of the University Address**

On November 13, 2020, I was honored to deliver the annual State of the University Address. This year's address, which highlighted significant accomplishments and future plans, was shared through a digital platform due to an ongoing and strong focus on the health, safety, and well-being of Highlander students, faculty, staff, and supporters. One of the highlights of this year's address was an update on the hotel project, which was announced as part of last year's address. During the address, I shared the team of companies that have been assembled and are working diligently to bring the project to life by 2023. The name of the hotel, The Highlander, was announced, along with details regarding how the history of the institution and the region will be featured in the hotel's design features. Another focus of this year's address was the manner in which the Radford family has united in the face of adversity and the midst of COVID-19. Finally, a number of individuals and programs were highlighted for exemplary contributions during the prior academic year. The full-length remarks and video, which has nearly 1,800 views, are available at <https://www.radford.edu/content/president/home/2020-sou.html>.

**2019-2020 Annual Report**

The Annual Report, which was recently distributed in print and online, is organized around the focal areas of the University's five-year strategic plan, "Embracing the Tradition and Envisioning the Future." The items contained within this year's edition provide a robust outline of a busy year filled with exciting celebrations and significant achievements. The report is distributed annually in alignment with the State of the University Address. This year, the report was released electronically with a limited number of copies mailed to members of the Radford family, including Board members. The report is available at <https://www.radford.edu/content/president/home/2020-annual-report.html>.

### **Fall 2020 Graduating Class**

On November 20, 2020, the Radford family proudly and safely celebrated the academic achievements of the Fall 2020 graduating class with a virtual celebration. The graduating class of both Radford University and Radford University Carilion (RUC) included 602 students with 457 from main campus and 145 from RUC. In this class, 18 associate degrees, 496 bachelor's degrees, 81 master's degrees, and seven doctoral degrees were awarded. The youngest graduate was 19 years old, and the oldest graduate was 66 years old. The class also included 196 first-generation students and five veterans.

In conferring their degrees and marking their official transition from Highlander student to Radford graduate, I encouraged them to return home to their alma mater in the Spring of 2021 for a much-deserved and long-awaited celebration. We are so proud of these outstanding graduates for accomplishing their goals in the face of adversity. And, we wish them continued success in the next phase of their educational, personal, and professional pursuits. The video is available at <https://www.radford.edu/content/2020/home.html>.

### **2021 General Assembly Session**

In preparation of the upcoming 2021 General Assembly Session, I am beginning to travel across the Commonwealth in order to share information with our state's leaders regarding the University's priorities and goals. In addition to in-person meetings with members of both the House and Senate, I am also engaging with officials virtually based on individual availability and preferences. For the upcoming session, the House has announced that it will engage in committee meetings and floor sessions in a virtual format. The Senate will hold in-person deliberations and meetings; however, those will occur off-site. For the 2021 session, the University is focused on advocating for continued investments in higher education and expanded investments in Radford students, specifically need-based financial aid and RUC operating support.

A proud tradition at Radford has been the opportunity for our students to personally advocate for the University by engaging directly with state leaders. Due to the ongoing pandemic, this year's Advocacy Day is being planned as a series of virtual engagements. This is especially important during a time in which the Pocahontas Building continues to be closed to the general public.

### **Spring 2021 Semester Operational Plan**

On October 6, 2020, I shared the Spring 2021 Semester Operational Plan with students, faculty, staff, and the broader community. The plan provided important details regarding the University's operational structure and academic calendar for next semester. The plan also included the continuation of many of the Campus Reopening Plan components, which proved to be successful during the Fall 2020 semester as we worked together to fulfill our mission and, at the same time, slowed the spread of COVID-19.

For the Spring 2021 semester, our robust communication and reporting efforts will continue. The Reopening website, which is available at <https://www.radford.edu/reopening>, will continue to be updated on a regular basis, and our weekly updates to the COVID-19 Dashboard will also remain in place as we provide continued accountability and transparency in our response and reporting efforts. As students return to campus in January, a structured process will be utilized in order to reduce density in the residence halls. Students traveling to and/or returning from hot spots will be required to participate in prevalence testing. This information will be collected from students through a Travel Declaration Form, which has been distributed to all students. Students will receive direct

communication from the Division of Student Affairs with specific details regarding move-in and testing.

The first day of class will occur on Tuesday, January 19, 2021, as originally planned. Spring Break will be observed at the end of the semester, thereby concluding the semester a week early. Due to the change in the academic calendar, Commencement ceremonies and related activities for the Class of 2021 will be held from Friday, April 30, 2021 through Sunday, May 2, 2021. In-person ceremonies, for both undergraduates and graduates, will be held in Radford for the main campus and in Roanoke for RUC and comply with state mandates regarding attendance and capacity. Multiple ceremonies will be held, and the Class of 2021 will graduate separately from the Class of 2020. All ceremonies will include required face coverings and enforced physical distancing and will be in compliance with any and all federal, state, and institutional requirements.

### **A Note of Gratitude**

Before concluding my report, I must acknowledge our talented students, world-class faculty, and dedicated staff, as well as passionate alumni, generous supporters, and caring community. Due to the resilient and responsive efforts of many Highlanders throughout the Fall 2020 semester, our campus followed masking and distancing requirements, while completing the Daily Symptom Tracker and participating in surveillance and exit testing, as well as regular testing through the Student Health Center.

The foundation of our success was a detailed and thoughtful Campus Reopening Plan. However, it was the Highlander spirit of care and compassion that made our success a reality. When individuals questioned our ability to reopen our campus or remain open, we responded by providing alternate arrangements, enhanced outreach, and support networks to assist individual Highlanders in need. And, most of all, we continued to fulfill our worthwhile mission by engaging together in the classroom, in the laboratory, and in the field.

Without question, this has been one of the most challenging semesters for our institution and difficult times in recent history. A global health pandemic did not stop our campus from providing a world-class education with unique experiences, while remaining sharply focused on the health, safety, and well-being of students, faculty, staff, and the broader community. As I have shared on numerous occasions, our efforts to limit COVID-19 were successful due to the many precautions put in place and the constant care demonstrated by our campus and our community. I could not be more proud of the manner in which the Radford family responded to this pandemic and came together to demonstrate the many ways in which Highlanders rise!

Mr. Rector and members of the Board, this concludes my report.



## **RESOLUTION RECOGNIZING**

### **RADFORD UNIVERSITY TEACHING AND RESEARCH FACULTY**

**WHEREAS**, the exemplary faculty of Radford University have faced unprecedented challenges in response to the disruptive nature of the COVID-19 pandemic that emerged in March 2020 and has remained a constant distraction and disruptive force throughout the totality of the Fall 2020 semester; and

**WHEREAS**, beginning at the midpoint of the Spring 2020 semester, Radford University faculty competently, thoughtfully and quickly responded when all instruction transitioned to an online learning environment; and

**WHEREAS**, Radford University faculty took bold, decisive and selfless action to meet these challenges by, among other things, modifying longstanding practices to support the University's efforts to continue providing engaging and exceptional educational opportunities for our students; and

**WHEREAS**, by creating, endorsing and implementing new modalities of academic and co-curricular instruction, while maintaining fidelity to the traditional aspects of student-faculty interactions that are the hallmark of a Radford University education, the faculty of Radford University continuously exhibit qualities that exemplify the Highlander spirit: of being resilient and responsive, while proudly displaying an unwavering dedication to the ideals and principles of the academy and the institution; and

**WHEREAS**, in the midst of the ongoing global health pandemic, the critical and traditional business of faculty, specifically Faculty Senate, continued with all deliberations and meetings being held in a virtual format with the consideration and passage of 40 motions, which surpasses the total annual motion count for the past two years; and

**WHEREAS**, Radford University's dedicated faculty tirelessly worked one-on-one with students to ensure collective and individual student needs were met in and out of the classroom;

**NOW, THEREFORE BE IT RESOLVED**, that on this fourth day of the month of December in the year two thousand twenty, the Radford University Board of Visitors hereby considers and passes this resolution of commendation of the outstanding faculty at Radford University for their driven dedication in providing Highlander students with an exceptional education and meaningful mentorships, which will prepare them for life-long success and furthermore that this resolution be preserved in perpetuity in permanent business records of the Radford University Board of Visitors and a copy be presented to Faculty Senate President Katie Hilden, Ph.D., on behalf of all teaching and research faculty at Radford University.

A handwritten signature in black ink, appearing to read "Robert A. Archer", written over a horizontal line.

Robert A. Archer  
Rector

A handwritten signature in black ink, appearing to read "Brian O. Hemphill", written over a horizontal line.

Brian O. Hemphill, Ph.D.  
President



**RADFORD UNIVERSITY BOARD OF VISITORS****December 4, 2020****Action Item  
Adoption of the Crisis and Emergency Management Plan****Item:**

Adoption of the Crisis and Emergency Management Plan in accordance with Virginia Governor's Executive Order 41 and § 23.1-804 of the Code of Virginia.

**Background:**

The first Radford University Emergency Operations Plan (EOP) was adopted by the Radford University Board of Visitors on September 4, 2008. The EOP, now referred to as the Crisis Management Emergency Plan, as been reviewed and adopted by the Board of Visitors every four years thereafter.

In 2019 Virginia's Governor signed Executive Order 41 which describes the overarching strategic preparedness initiatives for State Agencies. Emergency preparedness is a core responsibility of all executive branch agencies and public institutions of higher education. Executive Order 41 directs *"that all State Agencies implement the emergency management initiatives prescribed in this Order to enhance emergency preparedness in our Commonwealth, focusing on continuity of government, continuity of operations, and the operational capability to fulfill their roles in the event of a disaster."* As part of this order, each State Agency shall appoint an Emergency Management Coordinator with responsibility for duties that requires in part the: *"development, adoption, and maintenance of a written Crisis and Emergency Management Plan with respect to public institutions of higher education, and compliance with all related requirements in § 23.1-804 of the Code of Virginia."*

Code of Virginia § 23.1-804, Institutional crisis and emergency management plan, requires in part, that: *"Every four years, each public institution of higher education shall conduct a comprehensive review and revision of its crisis and emergency management plan to ensure that the plan remains current, and the revised plan shall be adopted formally by the governing board. Such review shall also be certified in writing to the Department of Emergency Management."*

The Radford University Crisis and Emergency Management Plan (CEMP) provides all-hazard guidance intended to preserve life, protect property, and contain an incident, emergency, or event on campus in order to continue the University's mission. The CEMP establishes incident organization to direct and control operations by assigning broad responsibilities to specific entities for disaster mitigation, prevention, preparedness, response, and recovery. The CEMP also provides the framework within which more detailed emergency plans and procedures can be developed and maintained.

This plan does not supersede or replace the procedures for safety, hazardous materials response, or other procedures that are already in place. Rather, it supplements those procedures with an organizational structure that provides for the immediate focus of management on response operations and the early transition to recovery operations.

The Plan includes; the Basic Plan, which provides high-level strategic guidance and a conceptual management framework; Annexes which provide operational guidance relative to University

functional areas, foreseeable hazards, and other key information; and Appendices which contain supplement information relevant to all CEMP elements.

The CEMP may be utilized, in whole or in part, whenever incident conditions exist where immediate action is required. Incident response should be prioritized based on several considerations of; protect life safety, secure critical infrastructure and facilities, or to resume teaching and research programs.

Should an incident, emergency, or event require University response, members of the University Incident Management Team (IMT) may be activated. The IMT provides leadership support to emergency operations, addresses the safety and welfare of students, faculty, staff, and visitors, and assures, to the extent possible, the continuity and timely resumption of University operations.

Additionally, the IMT provides overall incident management and coordination, determines the scope and impact of the incident, approves over all priorities and strategies for incident response and recover, approves any temporary polices, identifies and approves financial resource allocations, coordinates and issues communications, re-assign or deploy individuals or resources in sport of response and recovery operations, executes contracts for restoration services, coordinates with external agencies, implements University continuity of operations, and approves returning to normal operations.

In the event of an incident that may cause significant impact to University operations or last for a prolonged period, the Radford University Emergency Operations Center (EOC) may be activated to centralize the command, control, and coordination necessary to manage the incident. Members of the IMT would convene at the University EOC, as needed. Upon activation of the CEMP, the EOC may be partially or fully activated (physically or virtually) depending on the type and scope of the incident, emergency, or event.

Throughout 2020, the Office of Emergency Management led efforts with University stakeholders, in conducting a comprehensive review and update to ensure the plan remains current and operable as deemed necessary. Modifications to the previously adopted plan include: format and wording changes to adopt best practices; modification to Roles and Responsibilities section; creation of “Campus State of Emergency”; explanation of the National Incident Management System; outline of the roles, responsibilities, and personnel associated with the Executive Policy Group and the Incident Management Team; creation of the Emergency Management Program Advisory Committee; inclusion of details based upon the building block approach to exercising the University’s CEMP; update of Emergency Support Functions and Annexes; and the creation of Appendices.

**Action:**

Radford University Board of Visitors adoption of the Crisis and Emergency Management Plan, as presented.

**RADFORD UNIVERSITY BOARD OF VISITORS  
RESOLUTION**

**Adoption of the Crisis and Emergency Management Plan  
December 4, 2020**

Adoption of the Radford University Crisis and Emergency Management Plan, formerly the Emergency Operation Plan;

**WHEREAS**, the Board of Visitors of Radford University is concerned with the health and well-being of its students, faculty and staff and desires that the best possible emergency service be available to them; and

**WHEREAS**, the President is concerned with the health and well-being of its students, faculty and staff and desires that the best possible emergency service be available to them; and

**WHEREAS**, the *Code of Virginia § 23.1-804* states that all public institutions of higher education shall develop, adopt, and keep current a written crisis and emergency management plan; and


**WHEREAS**, every four years, each institution shall conduct a comprehensive review and revision of its crisis and emergency management plan to ensure the plan remains current, and the revised plan shall be adopted formally by the Board of Visitors; and

**WHEREAS**, such review shall be certified in writing to the Virginia Department of Emergency Management; and

**WHEREAS**, such a plan has been developed by University staff in compliance with Virginia Department of Emergency Management planning standards and in cooperation with the City of Radford Emergency Management Coordinator;

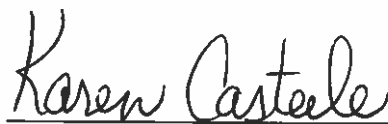
**NOW THEREFORE, BE IT RESOLVED** that the Radford University Board of Visitors does hereby officially adopt the Radford University Crisis and Emergency Management Plan.

Adopted: December 4, 2020



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Robert A. Archer  
Rector  
Radford University Board of Visitors



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Karen Castele  
Secretary to the Board of Visitors  
Radford University

# Student Representative Report

RADFORD  
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# Initiatives

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1. To expand the networking between administration and students.
2. To promote unity amongst all students in the Radford University family.

# Committee Structure

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- Administration Information Committee
  - Three students
  - Plans to meet twice a month for interviews
- Highlander Believers Committee
  - Six students
  - Plans to meet twice a month to discuss diversity, inclusion and unity

# Administration Information Committee

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## The Administration Information Committee

- Students will highlight administrators across campus by conducting short interviews.
- Videos will be posted to social media outlets.
- Committee members will choose different administrators to interview.

# Highlander Believers Committee

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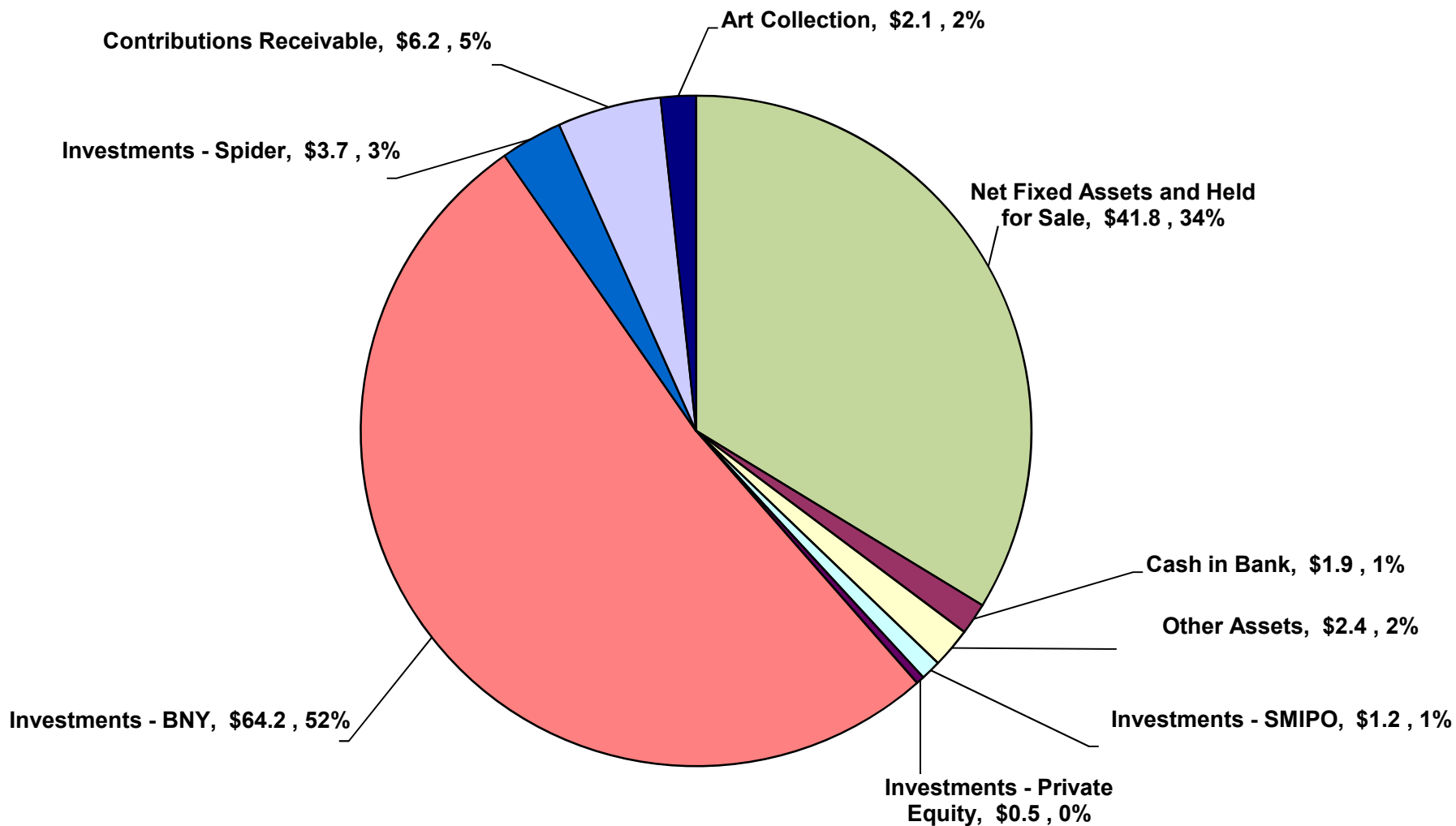
## The Highlander Believers Committee

- Diverse group of students to lead university-wide diversity and inclusion initiatives
- Raise awareness through programming and activities
- Expand outreach and support to students
- Create unity and expand outreach among students
- Increase a sense of belonging for minority students
- Increase productivity through promoting teamwork



# Discussion

# Radford University Foundation Asset Composition as of 9/30/20



(in millions)  
**Total Assets: \$124.0M**

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**Academic Success Center**

# Who are we?

New Student and Family Programs  
Enrollment Management

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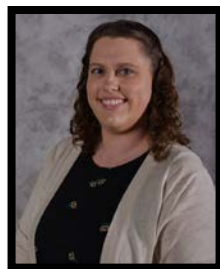
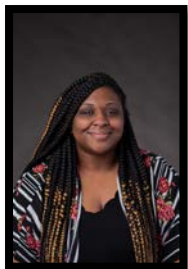
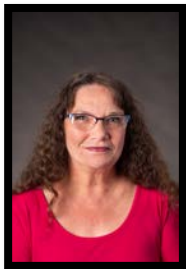
Academic Advising

Academic Affairs

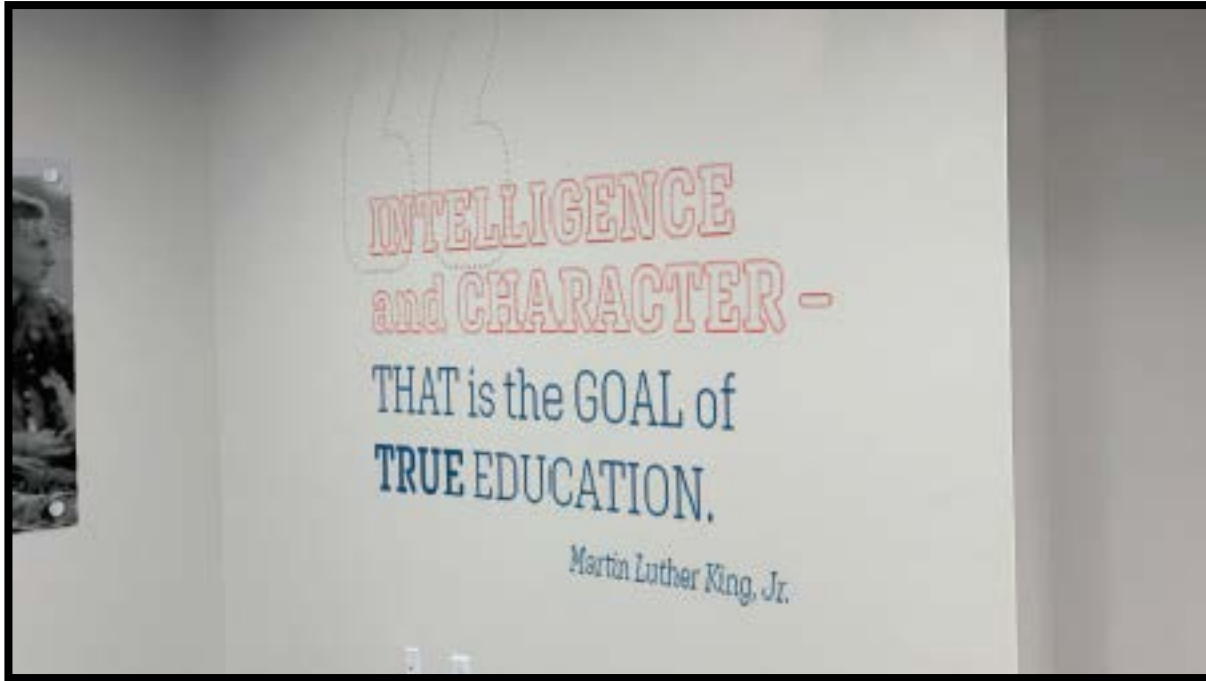
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Student Success

Student Affairs



# Implementation of the Academic Success Center

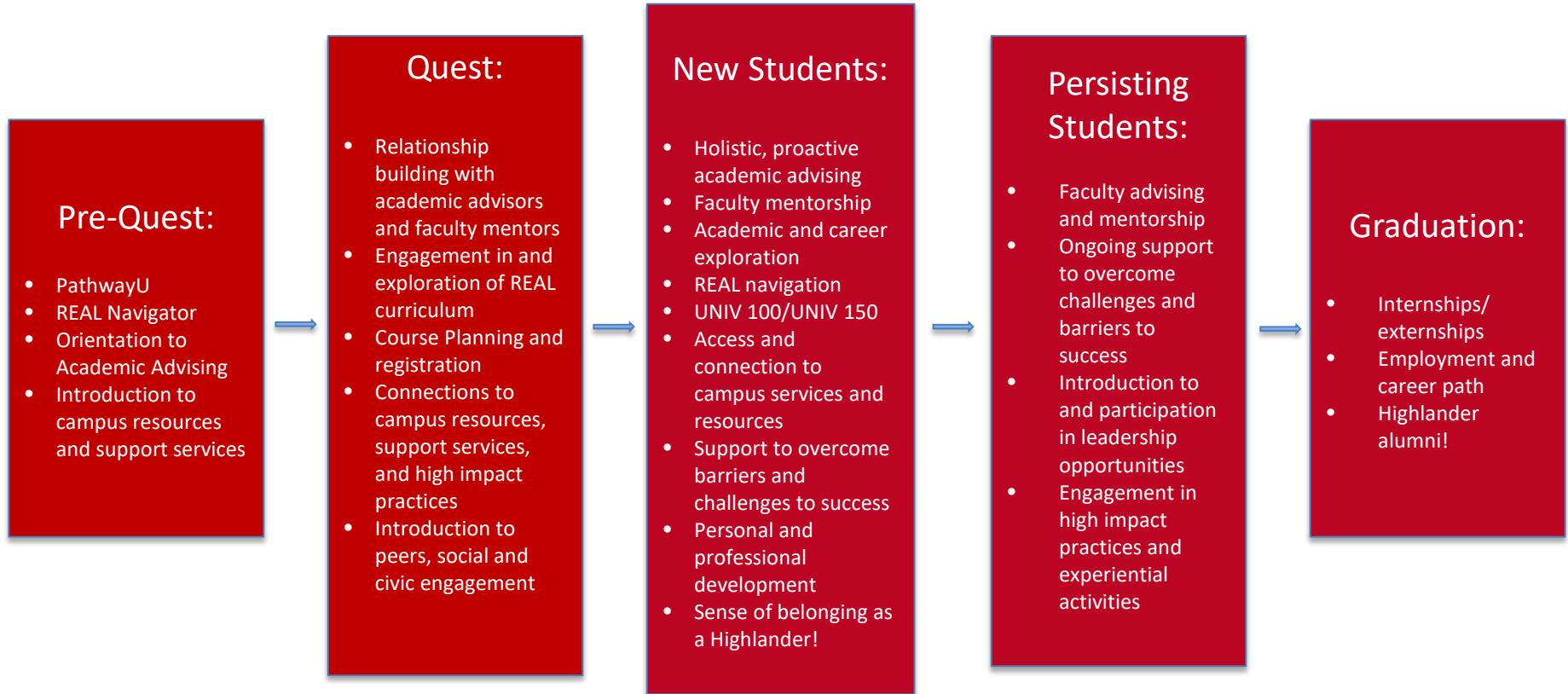


- Phase I: 2020-2021
- Phase II: 2021-2022
- Phase III: 2022-2023

- Support of our students will begin as soon as they enroll at RU (pre-Quest) and continue until they persist through graduation.
- Academic persistence, engagement, and belonging as a member of the Highlander family are our priorities for our students.



# Pathway to student success



# How is the **Academic Success Center** supporting students NOW?

Between July 28, 2020 – November 20, 2020:

- **2,887 academic advising and success coaching appointments** with students.
  - 2,258 scheduled appointments
  - 629 walk-in appointments
- **1,382 individual students** engaged with ASC academic advisors through appointments in the center (either in-person or Zoom).
- **1,808 notes** in Starfish that represent **additional touchpoints**.

## **Additional student outreach:**

- ASC outreach: Touchpoint Plan
- Campus-wide outreach
  - Academic and Career Exploration Week **180 students**
  - Inaugural Midterm Grade Clinic in collaboration with Financial Aid **85 students**
  - Spring Registration Workshops (x4) **100+ students**



# The **Academic Success Center** empowers students to thrive through...

- A spectrum of quality academic support services, including a case management model and proactive, holistic approach to academic advising.
- Meaningful interactions with faculty, staff, and peers.
- Connections across campus and throughout the community.
- Opportunities and encouragement to engage in experiential, high impact practices.



# The **Academic Success Center** is committed to evidence-based practices through...

- Ongoing cross-training focused on academic and advising expertise and predictive analytics
  - Academic Advising: case management; proactive, holistic, developmental approaches
  - Use of predictive analytics to support student persistence and success
  - Starfish for communication and outreach
  - Academic support: REAL implementation
- Collaborative committee work
  - Student Outreach
  - Faculty Outreach
  - Communications
  - Technology
  - Assessment and Data



# How are we supporting faculty?

- Use of Starfish to ensure communication and collaboration between academic advisors, faculty mentors, and support services across campus
- Professional development
  - Faculty advising and mentoring
  - Faculty advising champions/fellows
- Strong connection between students and academic opportunities
  - Majors, minors, certificates
  - High impact and experiential practices
  - Themed housing/living-learning communities
  - Civic and community engagement



# RADFORD UNIVERSITY

Academic Success Center

## Young Hall (3<sup>rd</sup> and 4<sup>th</sup> floors)



# QUESTIONS?

Corey H. Cassidy, PhD

Executive Director, **Academic Success Center**

Professor, Communication Sciences and Disorders

cherd@radford.edu

540-831-1180

Young Hall 321A

# Wellbeing and COVID-19

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# COVID-19 Impacts

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## Student impacts

- Depression and anxiety
- Academic stress
- Coping strategies



# COVID-19 Impacts

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## Counseling Center Impacts

Data is based on first ten (10) weeks of each fall semester	2018	2019	2020
Total Unique Clients/Students	207	<b>343</b>	232
Total appointments attended	478	721	<b>961</b>
Initial Consultations	148	<b>287</b>	219
Personal/Individual Counseling appointments (attended)	287	185	<b>692</b>



# Student Counseling Services

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## Consultation Focal Points

- Review the clinical triage system
- Grow the training program
- Pursue accreditation
- Redouble efforts to diversify staff
- Establish care/case manager position



# Clinical Triage System

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## Procedures for 2020-21 Academic Year

- Initial consultations now available Monday through Friday, 8 a.m. - 5 p.m.
- Three staff counselors are assigned a daily block of initial consultation appointments.
- Students are most often seen for first appointment within 24 hours.



# Growing Trainee Program

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## Trainee Program for 2020-2021

- Assistant Director of Student Counseling Services will oversee/supervise trainees
  - Three doctoral-level trainees
  - Three master's-level trainees
  - Room for future expansion



# Accreditation

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- Application
- Site Visit



# Establishment of Care/Case Manager

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## Staffing

- New Position - Associate Director for Student Advocacy



# Discussion

**Performance Plan Update  
Resolution for Executive Committee Review and  
Board of Visitors Consideration**

**Now Therefore Be it Resolved**, that the Board of Visitors hereby approves that President Brian O. Hemphill met all metrics outlined in the Performance Plan for 2020-2021, under Fall Strategic Implementation, as discussed in closed session on December 4, 2020, and that said performance plan pursuant to Section E of the Employment Agreement of Brian O. Hemphill, Ph.D., dated December 7, 2018 and amended May 10, 2019 and June 12, 2020, is considered a personnel record.

Approved: December 4, 2020



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Robert A. Archer  
Rector  
Radford University Board of Visitors



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Karen Castele  
Secretary to the Board of Visitors  
Radford University



**RADFORD UNIVERSITY BOARD OF VISITORS  
RESOLUTION  
Voluntary Early Retirement Incentive Program  
December 4, 2020**

Approval of the Radford University Faculty Early Retirement Program;

**WHEREAS**, retirement incentives are recognized as a pivotal component to an overall strategy for achieving operational and organizational efficiencies; and

**WHEREAS**, the *Code of Virginia § 23.1-1302* states that the governing board of each public institution of higher education may establish a compensation plan designed to provide incentives for voluntary early retirement of teaching and research staff employed in nonclassified, faculty positions; and

**WHEREAS**, participation in the plan is voluntary for both the University and the faculty member; and

**WHEREAS**, such a plan has been developed by University administration in compliance with the Code of Virginia and provides reasonable incentives that consider the University's needs along with those of individuals who may be interested in voluntarily retiring from the University;

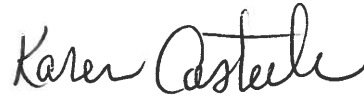
**NOW THEREFORE, BE IT RESOLVED** that the Radford University Board of Visitors does hereby officially approve the Radford University Faculty Early Retirement Program.

Approved: December 4, 2020



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Robert A. Archer  
Rector  
Radford University Board of Visitors



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Karen Castele  
Secretary to the Board of Visitors  
Radford University