

# **RADFORD** UNIVERSITY

Board of Visitors

## **QUARTERLY MEETING**

**9:00 A.M.**

**DECEMBER 3, 2021**

**KYLE HALL, THIRD FLOOR, RADFORD, VA**

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

#### **BOARD MEMBERS PRESENT**

Mr. Robert A. Archer, Rector  
Dr. Jay A. Brown, Vice Rector  
Dr. Thomas Brewster  
Ms. Krisha Chachra  
Dr. Rachel D. Fowlkes  
Dr. Susan Whealler Johnston  
Mr. Mark S. Lawrence  
Dr. Debra K. McMahon  
Ms. Lisa W. Pompa  
Ms. Nancy Angland Rice  
Mr. David A. Smith  
Mr. Marquett Smith  
Ms. Georgia Anne Snyder-Falkinham  
Ms. Lisa Throckmorton  
Dr. Katie Hilden, Faculty Representative (Non-voting Advisory Member)  
Ms. Grace Hurst, Student Representative (Non-voting Advisory Member)

Ms. Charlene A. Curtis contacted the Board of Visitors Rector Robert A. Archer prior to the meeting to inform him that a personal matter would prevent her from attending the meeting in person. Ms. Curtis participated by electronic communication from her home.

#### **OTHERS PRESENT**

Dr. Carolyn R. Lepre, Interim President  
Ms. Karen Castelee, Secretary to the Board of Visitors and Special Assistant to the President  
Mr. Craig W. Cornell, Vice President for Enrollment Management  
Dr. Angela Joyner, Interim Chief of Staff  
Ms. Wendy Lowery, Vice President for Advancement and University Relations  
Mr. Chad A. Reed, Vice President for Finance and Administration and Chief Financial Officer  
Dr. J. Orion Rogers, Interim Provost and Vice President for Academic Affairs  
Dr. Susan Trageser, Vice President for Student Affairs  
Ms. Deb Love, Senior Assistant Attorney General, Education Section Chief

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

Rector Robert A. Archer called the quarterly meeting of the Radford University Board of Visitors to order at 9:04 a.m. in Kyle Hall, Room 340.

Rector Archer began the meeting by welcoming everyone and expressed his appreciation to each person for their willingness to meet when called upon regardless of other commitments and responsibilities. Rector Archer shared that the Board continues to work with Interim President Lepre, her staff, our valued faculty and students, and all others who are involved in moving our great University forward. Rector Archer added that in addition to the routine work required to manage an institution of higher education, we have the added responsibility of conducting a national search for the eighth president of Radford University.

Rector Archer stated on behalf of the Board of Visitors, he believes it is important to recognize those who continue to step up when called upon as we continue through this transition together. With too many people to name them all, the Rector stated he would like to single out a few. Interim President Lepre and her team for their continued leadership; Susan Johnston, Jay Brown, the Search Committee and Greenwood/Asher in providing a great pool of presidential candidates; Lisa Throckmorton for leading the Transition Planning Committee and members of the Committee for their commitment to a smooth transition for the new president and their family; Katie Hilden for her tireless work representing our faculty's perspective; and Deb Love for her professional guidance and legal advice during this transition period.

In closing, Rector Archer thanked the Board members for their continued support and willingness to work diligently on behalf of our students and the University.

#### **APPROVAL OF AGENDA**

Rector Archer asked for a motion to approve the Board of Visitors meeting agenda for December 3, 2021, as published. Dr. Susan Wheeler Johnston so moved, Dr. Jay A. Brown seconded, and the motion carried unanimously.

#### **APPROVAL OF MINUTES**

Rector Archer asked for a motion to approve the September 10, 2021 minutes of the Board of Visitors meeting. Mr. Mark S. Lawrence so moved, Ms. Nancy Angland Rice seconded, and the motion carried unanimously.

#### **RECOGNITION**

Rector Archer invited Vice President for Finance and Administration Chad A. Reed to the podium who in turn introduced members of the President's Task Force on Sustainability. Vice President Reed acknowledged the group for their commitment to sustainability and dedication throughout the process. He added that their research, recommendations and analysis led to the development of the comprehensive and impactful plan - The Path to 2040: The Radford University Sustainability and Climate Action Plan. The Board members also acknowledged the outstanding work in developing the plan and expressed appreciation for the positive impact that it will make on the students, faculty, staff and campus.

Rector Archer asked Dr. Thomas Brewster to read a resolution recognizing Allen T. Wilson, J.D., who served as legal counsel to Radford University from September 2015 until August 2021. Mr. Wilson was acknowledged for his valuable insight and thoughtful guidance as well as his conscientious and congenial manner in which he shared his professional knowledge. Rector Archer asked for a motion to approve the resolution. Dr. Brewster made the motion, Mr. Lawrence seconded, and the motion carried unanimously.

## **PRESIDENT'S REPORT**

Interim President Carolyn R. Lepre began her report by acknowledging the dedication and hard work of the faculty and staff who put our students first and continue to devote time and attention to keeping our University strong, healthy and safe and then highlighted a number of activities, events and initiatives during the Fall 2021 semester.

Interim President Lepre shared that the annual State of the University Address was held on October 1, 2021, which highlighted significant accomplishments and future plans, as well as kicking off Homecoming activities. In addition to recognizing a number of individuals and programs for their extraordinary work last year, a special acknowledgement was given to our many Radford community members who have worked tirelessly during the COVID-19 global health pandemic, including our COVID-19 working group, led by Dr. Susan Trageser, and our grounds, facilities, trades, security, dining workers and every employee. During the Address, the launch of REAL, the innovative general education curriculum, was highlighted. After years of planning, our students can now take advantage of this exciting program.

Interim President Lepre also shared that Radford University's 2020-21 Annual Report was released in October and outlined the numerous rankings and accolades recently garnered. Also announced by Interim President Lepre was a recent partnership between the Radford University Master of Business Administration program and the Paris School of Business Doctorate in Business Administration program. The Radford MBA students will have the option to complete their DBA either here in the United States or in Paris. Interim President Lepre added that the Paris School of Business is also accredited by AACSB and is ranked among the top 25 business schools in France.

Interim President Lepre stated that the University will celebrate the academic achievements of the Fall 2021 graduating class at the 2021 Winter Commencement ceremonies on Friday, December 10 and Saturday, December 11, adding that graduating will be 587 students with 452 from main campus and 135 from RUC.

Interim President Lepre provided a COVID-19 Fall 2021 and Spring 2022 Operational Plan update, including the high vaccination rates of our students and employees and the low positivity rates shown through our COVID-19 dashboards. The vaccination rates remain strong with 88.9% of the students being fully or partially vaccinated. Students who are not vaccinated are at 11.1%. Employees who are fully or partially vaccinated are at 93%. Weekly onsite testing continues to be made available to all students and employees. The Spring 2022 Semester Operational Plan was shared on October 16, 2021 with students, faculty, staff and the broader Highlander community and reflects the tremendous work and consideration of the group and the dynamic nature of the pandemic. Interim President Lepre added that we will continue to seek guidance from our local and state officials to determine what protocols are necessary in the future.

In closing, Interim President Lepre acknowledged the many people who have helped move the University forward and in particular the Vice Presidents for their extraordinary work during the fall semester and added that our incredible forward progress is a testament to their work ethic and commitment to our Highlander family. She added that we owe them an enormous debt of gratitude, and I am incredibly proud to serve alongside them and lead this incredible team of talented people.

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

Dr. Thomas Brewster, Chair, stated that the Academic Excellence and Research Committee met on

December 2, 2021 and shared the following information.

Dr. Brewster reported that Interim Provost J. Orion Rogers, Ph.D. provided an Academic Affairs update including the implementation of the REAL curriculum, planning for the development of the Quality Enhancement Plan and submission of the Compliance Certification Report, the first seven faculty appointments as Academic Leadership Fellows, and a re-envisioned event, the REAL Experience, formally the Majors and Minors Fair. Dr. Brewster stated the Committee heard an update on the faculty receiving emeritus status, updates on staffing in the Office of the Provost and the appointment of Mr. Paul Orkiszewski as Dean of the Libraries.

Dr. Brewster shared that the Committee heard a presentation on Sense of Belonging Through Research presentation by Director of the Office of Undergraduate Research and Scholarship Joe Wirgau, Ph.D. Followed by three exceptional presentations by students who shared their experiences and the positive impact the program and mentorship have made in their lives.

Dr. Brewster reported that Faculty Senate President Katie Hilden, Ph.D. provided information on three initiatives that showcase how faculty are proactively engaging in efforts to maintain the academic health at Radford University.

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

Ms. Lisa Throckmorton stated that the Committee met December 2, 2021 and shared the following information.

Ms. Throckmorton reported that the Committee first heard from Vice President for Enrollment Management Craig Cornell who provided fall 2022 application information, recruitment initiatives, an overview of the ways in which Radford's Highlander Distinction Program and value proposition are being shared with new recruits and an overview of the 2021 student and family Quest orientation program. Ms. Throckmorton shared that overall new undergraduate student applications are currently up 5.2%. New student transfer applications are also following a strong pattern being up 32.3%, 11.2% in completed applications, and up 25.9% in admitted students, and the Fast Track Programs, in its inaugural spring term, currently have 104 students.

Ms. Throckmorton shared that the new Radford on the Road program was initiated with three events held in the month of October at Newport News, Leesburg and Richmond with nearly 400 students attending and leading to a 61% application rate and currently a 24% student commitment rate. Ms. Throckmorton added that Radford University is seeing an increase in FAFSA submission rates outpacing both national and Virginia rates. Many initiatives are underway, including early awarding and sharing Highlander Distinction Program (HDP) four-year award values on the student admit letter to maximize our value proposition. Ms. Throckmorton stated that the Committee heard about the modifications to the Quest program that were made to accommodate COVID restrictions and significant efforts across the campus to create many new initiatives, including 33 faculty-led teaching sessions per term.

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

Dr. Debra K. McMahon, Chair, stated that the Committee met December 2, 2021 and shared the following information.

Dr. McMahon reported that the Committee first heard from University Auditor Margaret McManus

who presented an oral report on the review of University Discretionary Fund expenditures for the quarter ended September 30, 2021, adding 100% of the fund's expenditures were reviewed and all were found in compliance with the Board of Visitors' guidelines. She also presented audit reports on Financial Aid-Enrollment Reporting and CARES Act – Reporting, as well as a Follow-Up Audit Status Report.

Dr. McMahon shared that Vice President for Finance and Administration Chad A. Reed provided an update on capital projects currently in progress, including the status of the Artis Center for Adaptive Innovation and Creativity including bid overruns resulting in the submission of a budget appeal package to request additional relief. Vice President Reed also provided an update of the University's succession plan submitted to the Department of Human Resource Management as well as internal succession planning efforts performed within the University.

## **ACTION ITEMS**

### **Recommendation to Approve the Span of Control Policy**

Dr. McMahon presented the recommendation to adopt the University's Span of Control Policy, which creates guidelines for establishing and reviewing the spans of control within the University's organizational structure to improve efficiency and effectiveness. Following discussion, Rector Archer asked for a motion to approve the resolution. Ms. Rice so moved, Mr. Lawrence seconded, and the motion carried unanimously. A copy of the resolution and policy are attached hereto as *Attachment A* and is made a part hereof.

### **Recommendation to Approve the Sustainability and Climate Action Plan**

Dr. McMahon presented the recommendation to adopt the University's Sustainability and Climate Action Plan, which provides the history and guidelines to successfully complete "The Path to 2040: The Radford University Sustainability and Climate Action Plan." Following discussion, Rector Archer asked for a motion to approve the resolution. Ms. Rice so moved, Mr. Lawrence seconded, and the motion carried unanimously. A copy of the resolution is attached hereto as *Attachment B* and is made a part hereof.

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

Mr. David A. Smith, Chair, stated that the Committee met December 2, 2021 and shared the following information.

Mr. Smith reported that the Committee first heard from Interim Chief of Staff Angela Joyner, Ph.D. who presented an overview of the evolution of career events and opportunities for students, employers and partners. A focus was on companies within 90 miles of Radford University, and included telework, talent acquisition, interviews, workforce development opportunities, site visits and internships. Mr. Smith shared information about the National Association of Colleges and Employers Career Readiness Competencies and SkillSurvey pilot survey results, including the comparison of Radford students to students nationally. Competencies measured were: career and self-development; communication; critical thinking; equity and inclusion; leadership; professionalism; teamwork; and technology. Mr. Smith shared that ACCESS Radford's Partnerships function continues to represent the University at local and regional economic and workforce development meetings with a focus on projects and grants that affect Radford University's near- and long-term interests.

Mr. Smith stated that the Committee then heard from Director of Athletics Robert Lineburg who provided an update on Radford's competitive excellence, including: Kayla Thomas who was selected as

the Big South Defensive Player of the Year and becoming the first Big South women's soccer athlete to win the honor three years in a row; Yoshiya Okawa, who led Men's Soccer and earned Second-Team All-Conference honors, as well as, being named to the All-Freshman Team; and Women's Cross Country Hannah Moran being the first individual winner since 1990 for the Highlanders. Hannah was also named First-Team All-Conference. Head Coach Sam Bradley was named Big South Women's Cross-Country Coach of the Year for the second consecutive season

Mr. Smith shared details of the retiring of Javonte Green's jersey at halftime on November 28. Green became the first player in program history to sign a contract with an NBA organization when he signed with the Boston Celtics. Mr. Smith also shared information regarding Big South Conference financial comparisons and basketball facility comparisons. Mr. Smith reported that Mr. Lineburg provided a resource development update which included a five-year partnership with Carilion Clinic and the launch of the Shield Club.

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

Ms. Krisha Chachra, Chair, stated that the Committee met December 2, 2021 and shared the following information.

Ms. Chachra reported that the Committee first heard from Student Government Association President Grace Hurst who presented an update on SGA's initiatives for the academic year. Ms. Chachra added that the SGA has passed a bill to make the promotion of mental health awareness a priority and SGA has an increased focus on sustainability events than in the past several years.

Ms. Chachra shared that the Committee heard from Associate Vice President for Student Life Tricia Smith and Associate Dean of Students Bruce Hayden who gave a presentation showcasing how Student Affairs staff collaborate with and support families. They provided an overview on the expectations of the current generation of students and how relationships between students and families have evolved over the years.

Ms. Chachra reported that the Committee then heard from Vice President for Student Affairs Susan Trageser, Ed.D. who presented an update on Student Affairs. Ms. Chachra said the Committee heard an overview of the Tartan Residential Education Kit (TREK), which is the residential curriculum used by Housing and Residential Life to guide programming and community building. The residential curriculum has achievement measures to determine effectiveness and outcomes. Student Recreation and Wellness and the Center for Diversity and Inclusion (CDI) partnered to host Feel Good Fridays, which are self-care awareness events such as yoga, hiking and meditation. The Center for Accessibility Services (CAS) has seen an increase in requests for transcription services due to COVID-19 health and safety measures such as the indoor masking requirement. Ms. Chachra added that Fraternity and Sorority Life has recommitted to focus on philanthropy and service across all chapters and councils and Substance Abuse and Violence Education Support (SAVES) has secured the renewal of the Collegiate Recovery Grant.

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

Faculty Senate President Katie Hilden, Ph.D. began her report by sharing with the Board of Visitors additional information from the 2020-2021 Faculty Morale Survey. There were 265 responses to the survey with 206 on main campus and 34 at RUC and 42% have worked at Radford for at least 11 years. In the qualitative analysis, campus environment was evaluated with four open-ended questions around leadership. Dr. Hilden shared the general themes for each leadership role. Additionally, Dr.

Hilden shared current steps being taken to increase engagement between faculty and Board of Visitors members, including diversifying faculty voices at Board meetings, social engagements and faculty voices in the presidential search.

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

Student Representative to the Board Grace Hurst provided an update on the areas of focus for her this year as the Student Representative. Her first priority is mental health and she has worked on trauma-informed training and student outreach. Another priority is Title IX and sexual assault awareness and Ms. Hurst stated she has been working on prevention programs and also with the SAVES office to assist with communication about resources and support groups. Ms. Hurst also shared additional information about her third priority, which is student philanthropy.

### **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 stated that RU Corporate Park is still available for sale and there are two prospects. Dr. Fowlkes stated that he investment returns for the year ended June 30 were approximately 24% and the gain will have a positive impact on scholarships for the 2022-23 academic year. Progress on the hotel project continues and model rooms are still available for viewing in the RU Corporate Park. Dr. Fowlkes shared that she has appreciated the opportunity to learn more about the Foundation and see first-hand the many ways they support the University and the students. She added that the next Foundation Board meeting is scheduled for December 9.

### **GOVERNMENT RELATIONS UPDATE**

Executive Director of State Government Relations Lisa Ghidotti began her report by summarizing the recent statewide races, current status of Governor-elect Youngkin's Transition Steering Committee and insight in the anticipated announcements yet to be made. Ms. Ghidotti also shared House leadership and committee changes as well as a briefing of the upcoming General Assembly session.

### **CATALIZING CHANGE THROUGH INCLUSIVE SCIENCE EXCELLENCE**

Associate Professor of Chemistry and REALISE Program Director Sarah Kennedy, Ph.D. shared the work of the REALising Inclusive Science Excellence (REALISE) program in the Artis College of Science and Technology, which is a \$1 million multi-year Inclusive Excellence grant from the Howard Hughes Medical Institute awarded to Radford University in 2017. Dr. Kennedy sharing that aiming to increase students' self-efficacy, sense of belonging, and science identity, REALISE focuses on faculty development, curricular change, and student support in STEM. Within the departments of biology, chemistry, and physics, 33 faculty have been trained in inclusive teaching practices, such as backward course design, project-based learning, disrupting microaggressions and recognizing implicit biases. Dr. Kennedy added that both entry-level and advanced courses within these programs have been transformed and students have responded to the positive changes.

Dr. Kennedy shared that in addition to the focus on faculty and curriculum development, undergraduate REALISE students are employed as peer role models to create an inclusive environment within the Artis College. Hosting events such as Vision Board night, Diversity in STEM panels, stress-busters, and Finding your Why, the REALISE students connect with and support their peers. Additionally, Dr. Kennedy added, the REALISE students create informational flyers about student

services, visit STEM classrooms to encourage student success, promote inclusivity through social media posts, and complete diversity training. Based on the REALISE model, Radford’s next Quality Enhancement Plan (QEP) will focus on “Diversity, Equity, and Inclusion” to enhance student success.

**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) Items (1), (3), (8) and (29) under the Virginia Freedom of Information Act for the discussion, consideration, or interviews of prospective candidates for employment as a high-level University employee; assignments and salaries of personnel; consultation with legal counsel regarding the matters being discussed in closed session; and, the award of a public contract involving the expenditure of public funds where discussion in an open session would adversely affect the bargaining position or negotiating strategy of the University. Ms. Rice seconded the motion. The Board of Visitors went into closed session at 11:53 a.m.

**RECONVENED SESSION**

Following closed session, public access to the meeting was reconnected. Rector Archer called the meeting to order at 2:05 p.m. On the motion made by Dr. Brewster and seconded by Dr. Fowlkes, 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. Jay A. Brown, Vice Rector	Yes
Dr. Thomas Brewster	Yes
Ms. Krisha Chachra	Yes
Ms. Charlene Curtis	Yes
Dr. Rachel D. Fowlkes	Yes
Dr. Susan Whealler Johnston	Yes
Mr. Mark S. Lawrence	Yes
Dr. Debra K. McMahan	Yes
Ms. Lisa Pompa	Yes
Ms. Nancy Angland Rice	Yes
Mr. David A Smith	Yes
Mr. Marquett Smith	Yes
Ms. Lisa Throckmorton	Yes
Ms. Georgia Ann Snyder-Falkinham	
Mr. Robert A. Archer, Rector	Yes

The resolution of certification was unanimously adopted.



**OTHER BUSINESS**

Rector Archer asked for a motion to approve the resolution for the Modification of the Radford University Faculty Early Retirement Program. Mr. Lawrence so moved, Ms. Rice seconded, and the motion carried unanimously. A copy of the resolution is attached hereto as *Attachment C* and is made a part hereof.

**ANNOUNCEMENTS**

Rector Archer announced that the Radford University Board of Visitors will convene at an undisclosed location within the next 15 days in order to interview candidates for the position of president.

Rector Archer also announced the upcoming meeting dates.

February 10-11, 2022

April 28-29, 2022

July 24-26, 2022 Retreat

September 8-9, 2022

December 1-2, 2022

The Board members were reminded of the Association of Governing Board Annual Conference on Trusteeship to be held in April 2022 and that a call for nominations for Rector and Vice Rector will take place following the February meeting.

**ADJOURNMENT**

With no further business to come before the Board, Rector Archer adjourned the meeting at 2:09 p.m.

Respectfully submitted,

Karen Castele

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

# RADFORD UNIVERSITY

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

## 1. PURPOSE

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

## 2. APPLICABILITY

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

## 3. DEFINITIONS

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

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

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

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

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

## 4. POLICY

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

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

## **5. PROCEDURES**

### **A. Monitoring and Tracking Spans of Control**

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

### **B. Changes that Impact Spans and Layers**

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

## **6. EXCLUSIONS**

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

**7. APPENDICES**

None

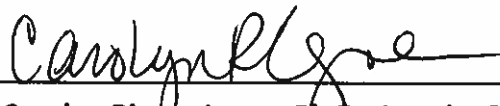
**8. REFERENCES**

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

**9. INTERPRETATION**

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

**10. APPROVAL AND REVISIONS**

  
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Carolyn Ringer Lepre, Ph.D., Interim President (*signature*)


DATE: 12/14/21

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

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

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

Approved: December 3, 2021



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Robert A. Archer  
Rector  
Board of Visitors



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Karen Castele  
Secretary to the Board of Visitors  
Radford University

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

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

Approved December 3, 2021



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Robert A. Archer  
Rector  
Board of Visitors



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Karen Castele  
Secretary to the Board of Visitors  
Radford University

**Radford University Board of Visitors**  
**RESOLUTION**  
***Approval of the Modification of the Radford University Faculty Early Retirement Program***  
**December 3, 2021**

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

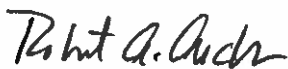
**WHEREAS**, participation in the plan is voluntary for both the faculty member and the university; and

**WHEREAS**, such a plan has been previously approved in compliance with the Code of Virginia to provide reasonable incentives to retire that consider the needs of those individuals who may be interested in voluntarily retiring as well as the needs of the university.

**WHEREAS**, the plan is being modified to reflect the establishment of a supplemental retirement plan under section 401(a) of the Internal Revenue Code pursuant to which the plan's incentive payments will be paid.

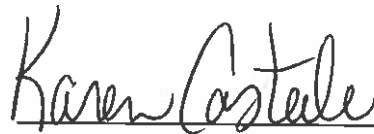
**NOW THEREFORE, BE IT RESOLVED** that the Radford University Board of Visitors does hereby officially approve the modification of the Radford University Faculty Early Retirement Program and the establishment of the supplemental retirement plan under section 401(a) of the Internal Revenue Code.

Approved: December 3, 2021



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Robert A. Archer  
Rector  
Radford University Board of Visitors



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Karen Casteel  
Secretary to the Board of Visitors  
Radford University

End of Board of Visitors Materials

