

# RADFORD UNIVERSITY

Board of Visitors

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

**DRAFT**  
**MINUTES**

**BOARD MEMBERS PRESENT**

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

**BOARD MEMBERS ABSENT**

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

**OTHERS PRESENT**

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

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

### **CALL TO ORDER**

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

### **APPROVAL OF AGENDA**

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

### **APPROVAL OF MINUTES**

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

### **RECOGNITION**

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

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

### **PRESIDENT'S REPORT**

President Bret Danilowicz shared the following information.

#### **Undergoing significant change in personal, programs, and processes:**

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

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

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

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

### **Freedom of Expression:**

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

### **Government Relations Update:**

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

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

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

### **QUALITY ENHANCEMENT PLAN UPDATE**

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

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

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

### **ACTION ITEM:**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**CLOSED SESSION**

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

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

**RECONVENED SESSION**

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

**Resolution of Certification**

BE IT RESOLVED, that the Radford University Board of Visitors certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements under this chapter were discussed in the closed meeting to which this certification resolution applies, and (ii) only such public business matters as were identified in the motion by which the closed session was convened were heard, discussed or considered by the Board.

Roll Call	Vote
Mr. Robert A. Archer	Yes
Ms. Jeanne S. Armentrout	Yes
Dr. Rachel D. Fowlkes	Yes
Mrs. Jennifer Wishon Gilbert	Yes
Mr. Mark S. Lawrence	Yes
Mr. Tyler Lester	Yes
Mr. George Mendiola	Yes

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

## **OTHER BUSINESS**

### **Discussion and Approval of Committee Structure**

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

### **Bylaws Update**

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

### **Freedom of Expression**

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

## **ANNOUNCEMENTS**

Rector McMahan announced the upcoming meeting dates.

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

March 23-24, 2023

June 8-9, 2023

July 23-25, 2023 - Retreat

Sept. 7-8, 2023

Nov. 30 – Dec. 1, 2023

## **ADJOURNMENT**

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

Respectfully submitted,

Karen Castele

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



**RADFORD UNIVERSITY BOARD OF VISITORS**  
**December 2, 2022**

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

**WHEREAS**, all proposed changes to the *Teaching and Research Faculty Handbook* must be managed in accord with §5.0 of that handbook, and

**WHEREAS**, the authority to amend or revise the Faculty Handbook lies with the Board of Visitors. However, proposals for revising the Handbook may be initiated by faculty, administrators, the President, or members of the Board of Visitors. Revisions fall into two categories: (1) those required to ensure that the University is in compliance with state policies and mandates, and (2) those within the purview of the decision-making processes within the University, and

**WHEREAS**, revisions required to ensure that the University is in compliance with state policies and mandates, and that do not require a decision by University personnel, will be effected through an administrative update, with faculty being informed of the change and the reasons for it, and

**WHEREAS**, revisions within the purview of the decision-making processes in the University Internal Governance system will be considered by appropriate committees as defined by the Internal Governance system. Proposals for changes will be made in the form of text intended to replace a portion of the Teaching and Research Faculty Handbook, noting new language and striking out the old language, and

**WHEREAS**, it will be the Faculty Senate's responsibility to ensure that the general faculty is provided time and opportunity to review the proposed change so faculty can communicate with their senators prior to any action by the Faculty Senate; and

**WHEREAS**, the Faculty Senate's recommendations on proposed revisions to the Teaching and Research Faculty Handbook will be forwarded to and approved by the President. The Provost will forward the Faculty Senate's recommendations to the Academic Excellence and Research Committee who will in turn make recommendations to the member of the full Board of Visitors; and

**NOW, THEREFORE, BE IT RESOLVED**, that the Board of Visitors of Radford University hereby approve in accordance with §5.0 of the *Teaching and Research Faculty Handbook*, **Section 2.3: Teaching Responsibilities** of the *Teaching and Research Faculty Handbook* as hereby amended. Said sections are to now read as follows:

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

**Referred by:** Curriculum Committee

## MOTION:

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

### **2.3 Teaching Responsibilities**

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

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

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

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

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

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

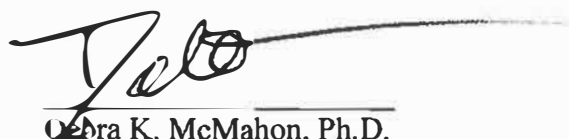
Faculty who are heavily committed to service or undertaking especially intensive professional, scholarly and creative contributions could have additional reassignment of time, arranged in consultation with their chair or director and the appropriate supervising dean.

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

**RATIONALE:**

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

Approved: December 2, 2022

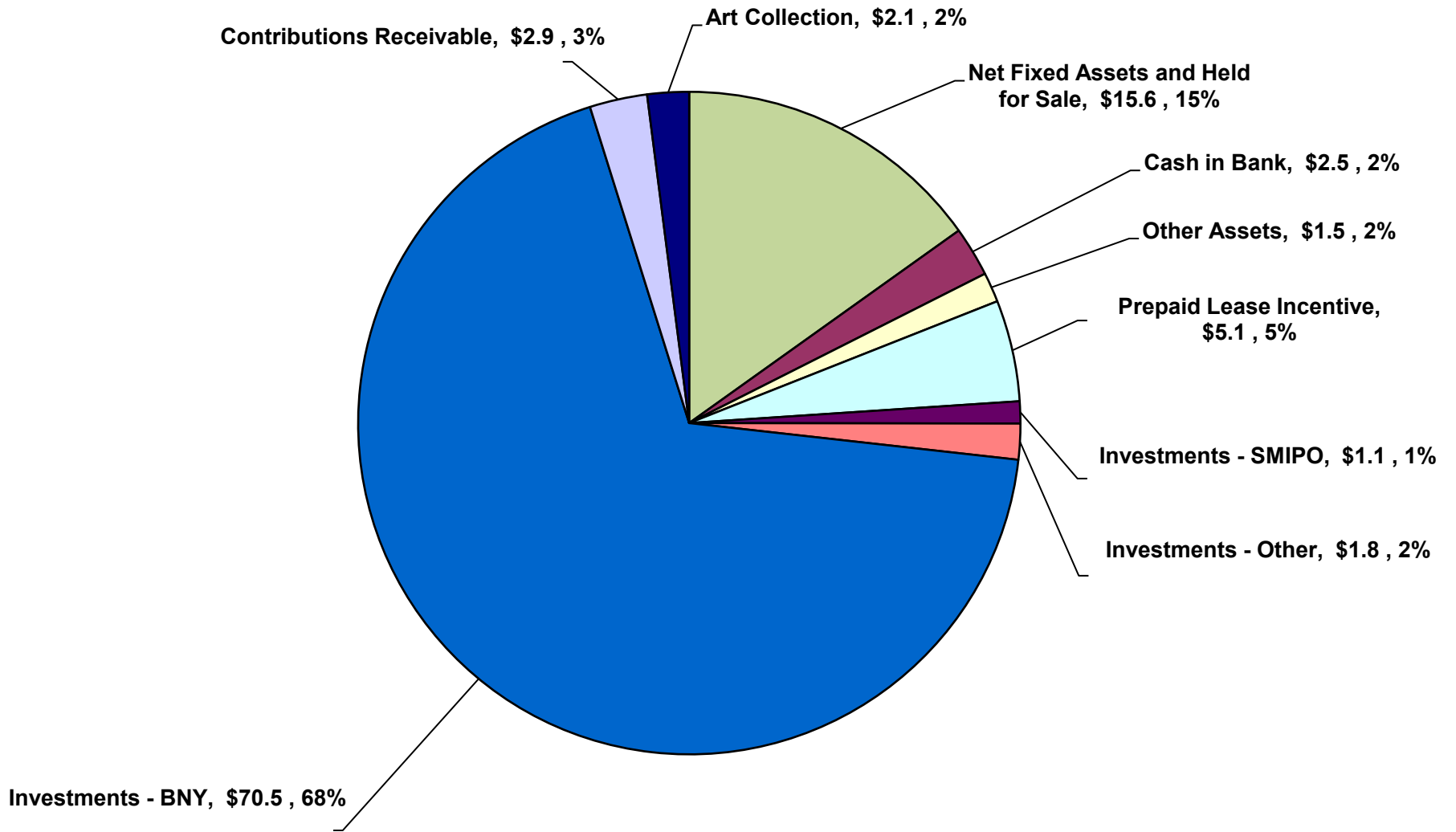


Debra K. McMahon, Ph.D.  
Rector  
Radford University Board of Visitors



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

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



(in millions)  
**Total Assets: \$103.1M**

## **Radford University Board of Visitors Proposed Standing Committees**

### **Academic Excellence and Student Success Committee**

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

### **Business Affairs and Audit Committee**

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

### **External Engagement Committee**

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

### **Enrollment Management and Brand Equity Committee**

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

### **Student Affairs and Athletics Committee**

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

**Executive Committee**

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

**Radford University Board of Visitors  
Resolution**

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

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

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

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

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

Approved: December 2, 2022



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



Karen Castele  
Secretary to the Board of Visitors  
Radford University

**Radford University Board of Visitors  
Resolution**

**Amendment to the Bylaws**

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

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

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

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



~~with other parts of §2.2-3708.2.~~

#### **F. All-Virtual Meetings.**

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

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

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

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

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

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

#### **H.-G. Tuition Notice and Public**

and

##### **A. Standing Committees.**

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

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

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

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

~~The standing committees are:~~

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

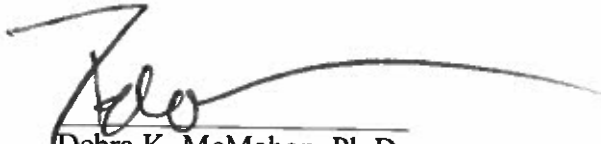
This committee is responsible for considering and recommending actions that cultivate and foster strategic partnerships, increase and strengthen the talent pipeline, and inspire and encourage innovative solutions, which ultimately provide greater opportunities for students and position Radford University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

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

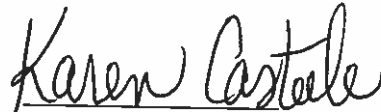
5. **Advancement, University Relations and Enrollment Management.** This committee is generally responsible for oversight of programs that promote private donations for, and alumni support of, the University, including related activities undertaken by the University directly and by affiliated foundations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

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

Approved: December 2, 2022



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



Karen Castele  
Secretary to the Board of Visitors  
Radford University

End of Board of Visitors Materials

