



Board of Visitors

Quarterly Meeting
9:00 a.m.**
December 6, 2024
Kyle Hall, Room 340, Radford, VA

DRAFT
MINUTES

Board Members Present

Mr. Marquett Smith, Rector
Mr. Tyler W. Lester, Vice Rector
Mr. Dale Ardizzone
Ms. Jeanne S. Armentrout
Ms. Betsy D. Beamer
Ms. Joann S. Craig
Ms. Callie Dalton
Mr. William C. Davis
Dr. Betty Jo Foster
Mrs. Jennifer Wishon Gilbert
Mr. George Mendiola, Jr.
Ms. Lisa W. Pompa
Mr. David A. Smith
Mr. James C. Turk
Dr. Matthew Close, Faculty Representative (Non-voting Advisory Member)
Mr. Onajae Edmund, Student Representative (Non-voting Advisory Member)

Board Member Absent

Mr. Jonathan D. Sweet

Others Present

Dr. Bret Danilowicz, President
Ms. Karen Castele, Secretary to the Board of Visitors and Special Assistant to the President
Dr. Dannette Gomez Beane, Vice President for Enrollment Management and Strategic Communications
Dr. Rob Hoover, Vice President for Finance and Administration
Dr. Angela Joyner, Vice President for Economic Development and Corporate Education
Ms. Susan Richardson, University Counsel
Dr. Susan Trageser, Vice President for Student Affairs
Dr. Bethany Usher, Provost and Senior Vice President for Academic Affairs
Ms. Penny Helms White, Vice President for Advancement and Alumni Relations

Call to Order

Rector Marquett Smith called the quarterly meeting of the Radford University Board of Visitors to order at 9:00 a.m. in Room 340 in Kyle Hall. Rector Smith welcomed everyone to the meeting and expressed his appreciation for the meaningful work of the Board and that this work was reinforced when hearing our students share why they chose Radford.

Approval of Agenda

Rector Smith asked for a motion to approve the Board of Visitors meeting agenda for December 6, 2024, as published. Following the addition of the approval of the Crisis and Emergency Management Plan under the Business Affairs and Audit Committee report, Mr. Tyler Lester so moved, Mr. David Smith seconded, and the motion carried unanimously.

Approval of Minutes

Rector Smith asked for a motion to approve the September 6, 2024 minutes of the Board of Visitors meeting. Ms. Joann Craig so moved, Mr. George Mendiola seconded, and the motion carried unanimously.

The Radford Experience

Students Hannah Roark and Roxanne Mercado shared their respective stories about the positive impact of the Radford Tuition Promise and their decisions for attending and continuing their education at Radford University.

President's Report

President Bret Danilowicz provided a report to the Board of Visitors on recent university activities. A copy of the report is attached hereto as ***Attachment A*** and is made a part hereof.

Government Relations Update

Executive Director of Government Relations and Strategic Initiatives Lisa Ghidotti provided an overview of recent government relations activities throughout the fall, an election update and a preview of the upcoming 2025 General Assembly session.

Strategic Plan 2026-2031 Update

Strategic Planning Committee Co-chairs Dr. Angela Joyner and Dr. Sharon Roger Hepburn provided an update to the Board of Visitors including an overview of the process, sub-teams and the recent in-person sessions and online surveys for faculty, staff, students, alumni and community members seeking input on nine questions. The Board of Visitors will be updated again in March and the plan will be voted on at the December 2025 meeting.

Report from the Academic Excellence and Research Committee

Ms. Jeanne Armentrout stated that the Committee met on December 5, 2024, and shared the Committee first heard a presentation by Dr. Jerel Benton, Assistant Provost of Student Success, and Mr. Lee Svete, Director of Career and Talent Development, who shared information regarding student retention, experiential learning and academic advising. The Committee heard an Academic Affairs update from Provost and Senior Vice President for Academic Affairs Bethany M. Usher who provided recent activities and points of pride. The Committee also heard an update in the continued planning for Radford's presence in Roanoke and collaboration with Carilion Clinic.

Faculty Representative to the Board of Visitors Matthew Close reported on recent Faculty Senate motions and the current work of the Senate.

Action Item

Approval of Revisions to the Teaching and Research Faculty Handbook, Section 1.3.3: Selection of Deans

Ms. Armentrout reviewed the proposed action item with the Board of Visitors. Following discussion, Rector Smith asked for a motion to approve the resolution. Ms. Lisa Pompa so moved, Mr. David Smith 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 Business Affairs and Audit Committee

Dr. Betty Jo Foster stated that the Committee met on December 5, 2024, and shared the Committee heard from University Auditor Margaret McManus who presented an oral report on the quarterly review of the University Discretionary Fund and the following internal audit reports: Fiscal Year 2024 Inventory Audit and the College Transition Audit of the School of Nursing. Ms. McManus further provided an overview of the audit process for the Committee's information. She presented Radford University's audit report from the Office of the State Inspector General's Cybersecurity Audit for Virginia Higher Education Institutions and a quarterly follow-up audit status report. Vice President Rob Hoover presented to the Committee an overview of Radford University financial processes, a review of internal budget processes, and a list of priorities for Fiscal Year 2026.

Action Items:

Approval of a Revision in the Internal Audit Charter Policy

Dr. Foster reviewed the proposed action item with the Board of Visitors. Following discussion, Rector Smith asked for a motion to approve the resolution. Mr. George Mendiola so moved, Ms. Callie Dalton seconded, and the motion carried unanimously. A copy of the resolution is attached hereto as ***Attachment C*** and is made a part hereof.

Approval of the University's Crisis and Emergency Management Plan

Dr. Foster reviewed the proposed action item with the Board of Visitors. Following discussion, Rector Smith asked for a motion to approve the resolution. Mr. Tyler Lester so moved, Ms. Joann Craig seconded, and the motion carried unanimously. A copy of the resolution is attached hereto as ***Attachment D*** and is made a part hereof.

Report from the Enrollment Management and Brand Equity Committee

Mrs. Jennifer Wishon Gilbert stated that the Committee met on December 5, 2024 and heard from Vice President Dannette Gomez Beane who reported the website redesign project has fully transitioned to the new content management system. The brand perception survey will be launched the week of January 27, 2025 with an email invitation and link. The survey will close on February 10, 2025. Dr. Beane shared with the Committee a working document of the Communications Plan.

Vice President Beane stated that the preliminary census numbers in September were meeting and exceeding our goals and with final census enrollment of 7,812. Early indicators show continued growth. Vice President Beane provided projections for the Radford Tuition Promise beyond 2025, sharing that the current FASFA completion rate for Radford University is over 80% while nationally it is 50%. The University confirmed 1820 students who were eligible for the Radford Tuition Promise and with the added funding we received, an additional 472 became eligible for a total of 2292 students.

Report from the External Engagement Committee

Ms. Lisa Pompa stated that the Committee met on December 5, 2024 and Vice President for Economic Development and Corporate Education Angela Joyner provided an update on the IMPACT Lab action plan and progress continues on pricing, market and program analysis, which remains on track. The Provisional to Professional Pathway is gaining significant momentum among provisionally licensed teachers. Vice President Joyner shared that an offer has been extended and accepted for the next Director

for Economic Development and Community Engagement. The Regional Testing Center remains on track for its December launch. Efforts to build extensive partnerships continue to have significant impact. These collaborations are creating work-based learning opportunities for our students, providing speaking engagements for President Danilowicz and faculty, and fostering new regional projects.

Ms. Pompa reported that Vice President for Advancement and Alumni Relations Penny Helms White announced the successful completion of the TOGETHER campaign for Radford University. The celebration was held on Saturday, October 5, when the total amount raised, \$106,693,338, was announced. Vice President White shared that, as of October 31, we have secured \$5 million toward our \$6 million FY25 goal. Homecoming was held October 3–5 and featured expanded activities throughout the weekend, including the campaign celebration. As part of the strategy to highlight alumni success, accomplished graduates will continue to be showcased, with the Radford Magazine serving as a primary platform for these features.

Report from the Student Affairs and Athletics Committee

Mr. David Smith stated that the Committee met on December 5, 2024 with Student Government Association President Jada Freeman providing an update on the programs and initiatives the Executive Board, Senate and Cabinet Staff members have planned and collaborated on for the beginning of the semester. SGA members continue to collaborate with the athletics department to engage students in sporting events and foster Highlander pride. The Senate introduced legislation for a Food Insecurity Resolution to support the Highlander Pantry.

Mr. Smith shared that Vice President for Student Affairs Susan Trageser provided an update on the division's work related to advancing the two goals in the two-year plan: student engagement and the expansion of outdoor programs. Student Affairs continues to make progress on these goals and is on track to achieve the intended targets. Vice President Trageser provided research showing that the earlier a student gets engaged, makes friends and/or finds their people, the greater likelihood of retaining the student. Vice President Trageser discussed the expansion of outdoor programs as the second goal. The Tartan 5K in Roanoke is a new outdoor program. Sabrina Musick, a graduate student in the Master of Occupational Therapy program, spoke to the Committee regarding her leadership role in planning the race. Student Affairs piloted Family Dinner to create an opportunity for students to come together, talk to each other and hear and consider each other's differences.

Report from the Radford University Foundation

Ms. Joann Craig, Representative to the Radford University Foundation Board of Directors, provided an update on recent Foundation news and activities. Ms. Craig reported that the Foundation Board would be the following week in Staunton. Additionally, the appraisal of the art collection is complete. The Bee and Butter at The Highlander is now open for dinner 7 nights a week. The Foundation's Audit Committee met with the CPA firm on December 3. The Audit will be final once the Board votes on the December 12. Investment returns for fiscal 2024 were almost 12%. The Foundation selected the firm of Robert Half to assist with the search for a new CEO. Ms. Craig distributed an asset summary report, attached hereto as *Attachment E* and made a part hereof.

Report from the Student Representative on the Board

Student Representative to the Board Onajae Edmund shared his work and observations in assessing campus life and was pleased to report an increase in student engagement and memberships in clubs and organizations. Onajae shared his recent experience of attending a state-wide student representative conference at JMU and the work he is doing to plan the Illuminate Black Student Empowerment Conference.

Closed Session

Rector Smith requested a motion to move into closed session. Mr. Tyler Lester made the motion that the Radford University Board of Visitors convene a closed session pursuant to **Section 2.2-3711 (A) Items 1 and 8** under the Virginia Freedom of Information Act for the discussion of personnel matters, more specifically related to the president's employment agreement and performance plan, and for consultation with legal counsel. Mr. David Smith seconded the motion. With all in favor, the Board of Visitors went into closed session at 10:59 a.m.

RECONVENED SESSION

Following closed session, public access to the meeting was reconnected. Rector Smith called the meeting to order at 12:11 p.m. On the motion made by Mr. Tyler Lester and seconded by Mrs. Jennifer Wishon Gilbert, 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. Dale Ardizzone	Yes
Ms. Jeanne Armentrout	Yes
Ms. Betsy Beamer	Yes
Ms. Joann S. Craig	Yes
Ms. Callie Dalton	Yes
Mr. William C. Davis	Yes
Dr. Betty Jo Foster	Yes
Mrs. Jennifer Wishon Gilbert	Yes
Mr. George Mendiola	Yes
Ms. Lisa Pompa	Yes
Mr. David A Smith	Yes
Mr. James Turk	Yes
Mr. Marquett Smith	Yes

Other Business

Employment Agreement Review

Vice Rector Lester read a resolution acknowledging that the salary equity review as defined in the Employment Agreement with President Danilowicz was conducted and as a result, approves the adjustment as discussed in closed session. Rector Smith asks for a motion to approve. Mr. David Smith so moved, Mr. George Mendiola seconded, and the motion carried unanimously. A copy of the resolution is attached hereto as **Attachment F** and is made a part hereof.

Rector Smith reminded Board of Visitors members that at the March meeting members would be interviewing and selecting the Student Representative for 2025-26.

ANNOUNCEMENTS

2025 Dates

March 20-21, 2025

June 5-6, 2025

July 20-22, 2025 Retreat

Sept. 11-12, 2025

Dec. 4-5, 2025

ADJOURNMENT

With no further business to come before the Board, Rector Smith adjourned the meeting at 12:18 p.m.

Respectfully submitted,

Karen Castele

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

Board of Visitors Remarks
President Bret Danilowicz
December 6, 2024

As we draw closer to the end of the calendar year, I would like to take this time to recap the successes the university has achieved over the past year. I am full of gratitude to our BoV, Radford faculty, university employees, Highlanders Alumni and our regional community working together to make these achievements possible.

First, we kept tuition low and made our degree pathways more affordable

For full-time undergraduates who are residents of Virginia, Radford offers the fourth-lowest total cost among the state's 15 four-year public institutions.

When it was announced last fall, the **Radford Tuition Promise** was a nationally leading statement of affordability among public universities. Funded by a combination of Federal, state and institutional dollars, our promise was to offer an affordable pathway to a degree and reach students with the most need but also students well into the middle class.

- According to our final fall census data, enrollment this fall bounced back from previous years with 6,161 undergraduates and 1,651 graduate students enrolled – a total of 7,812 students. This represented an enrollment increase and the first growth since fall of 2019.
- The Radford Tuition Promise underpinned this enrollment growth and student retention with 2,292 undergraduate students being in-state, in-person, full-time, and financially eligible for the program, including 45% of our new students and 33% of all returning students.
- We increased the yield of First Time in College students by 3% and the yield of high-achieving applicants (with a 3.0 GPA or better) by 20% by using the same aid dollars previously available by adding the additional institutional commitment used to create the promise.
- The spending of the investment for the Radford Tuition Promise performed better than expected and will allow Radford to continue the program this year for 2025 eligible applicants.

Part-time employment can be important for many students. For students that chose to work on Radford's campus, they can earn at least \$15 per hour, thanks to our new minimum student wage which began this fall. One of our budget priorities was increasing these wages for student employees to make the pathway to a degree even more affordable.

After a more than a year of collaboration, we finally put pen to paper along with the presidents of eight community colleges in Western Virginia to officially launch the **Tartan Transfer Program** on Nov. 6. Mountain Empire, Mountain Gateway, New River, Patrick & Henry, Southwest Virginia, Wytheville, Virginia Highlands and Virginia Western are part of this agreement.

The eight community colleges that are part of this agreement already feed a significant number of students to our university; almost a quarter of our fall enrolled students have received credits from the eight partner colleges. That includes associate degree-earning students, and high school students who attended community colleges on a dual enrollment track.

This program is one of Radford's most significant affordability initiatives, to date.

- A community college student enrolled in the Virginia G3 program, which covers tuition costs for students pursuing certain in-demand careers across the commonwealth, and who qualifies for

our Radford Tuition Promise, can earn an associate degree and a bachelor's degree without paying tuition.

- Going further, those same students can commute from home for their four years - both at their community college, and here at Radford – then work a part-time job, year-round, and come out ahead: with an associate degree and a bachelor's degree, and cash in pocket. Meaning they have no loans and no debt. We have created an affordable pathway through education for Virginians.

We appreciate the work done by our Academic Affairs and Enrollment Management staff to get this project across the finish line!

Second, we've made the university more welcoming to all students

During this fall semester, we have continued to build a culture where productive civil discourse, freedom of expression, and democratic ideals are recognized as an essential part of the Radford University experience. This continues the work of the Civil Discourse and Freedom of Expression Working Group and addresses a goal established in our Two-Year Plan.

After a successful first year, the Common Grounds “Coffee and Conversations that Matter” meetings have continued this fall, with students, faculty and staff conversing and collaborating around differences. Fall topics included AI in university classrooms and a post-election discussion on moving forward, together.

In October, we welcomed internationally recognized journalist, author and Duke University professor Frank Bruni to the Artis Center to speak about his 2024 book, “The Age of Grievance,” which takes an in-depth look at political dysfunction and “culture wars” in America and ways communities can overcome ideological divides.

We received feature story treatment from the Roanoke Times in the front page of its Election Day edition for our “Highlanders Vote: Road to the Ballot Box” two-day election event. The goal was to allow all students to explore key aspects of the electoral process and encourage civic engagement through insightful panels. This was entirely student-led by our Strategic Communication master's students. Sessions included discussions about the basics of the electoral process, civic engagement and listening skills, global perspectives of democracy, and an election night watch party. I extend a big ‘Thank You’ to our StratCom master's students for putting on a complex, multi-day event and for earning media recognition for their work.

Third, Radford University is meeting the needs of employers in Virginia

During this calendar year, led by Lee Svete and Jeanne Mekolichick launched a strategic plan for our Center for Career and Talent Development with the goal of increasing connections of employers with Radford University's faculty, staff and students.

Career and Talent Development has made 700 **new** connections this calendar year between our students and prospective employers, with internship placements at major employers such as Apple, Dynanet, Peraton, Google, Amazon, Meta, Sherwin-Williams, and many more. The Highlander Works Grant, awarded by SCHEV last year, helped students accept these internships and make necessary travel accommodations, buy supplies and clothes, and cover living expenses.

On campus, Career and Talent Development hosted the Fall 2024 Career Expo September 17 and 18, including a Marketing and Management showcase, and an employer showcase. Representatives from

across all employment sectors were on hand for networking opportunities. Nearly 1,000 students took part and 140 recruiters were present at the expo.

Events like this are positioning Radford University to build a best-in-class career center that will attract prospective students and their families and continue to grow the return on degrees for our graduates.

When the 2025 General Assembly session opens next month, we will begin to advocate for pre-planning funds for a new academic facility in Roanoke. This facility will house all our health science programs that are currently in Community Hospital and at RHEC. All of our Roanoke-based programs have 100% employment placement within 6 months of graduation, clearly showing the demand for our graduates. This new facility will meet current academic and career needs and be built with future growth in mind to grow with the needs of the region. If these funds are received, either through the governor's budget or the legislative process, this would put us on track to open a new building in six years.

More urgently, we are requesting \$2 million for FY26 to recruit and retain nursing faculty. Nursing is our most prominent area of student growth, and with no cap on the number of students, the College of Nursing saw new undergraduate student growth of 37% this fall – that's growth among new freshmen and transfers over last year. Virginia's economic success and quality of life depends on qualified nurses entering the commonwealth's workforce to alleviate the current statewide shortage. Currently, 1-in-4 Radford undergraduate nursing faculty positions are vacant, making targeted support for this program critical.

As we talk about keeping graduates here to build their careers, we have an exceptional track record with nurses; over the past 30 years, 79% of Radford nursing graduates have remained in the commonwealth. Being our largest major, Radford's nursing program is a major contributor to nursing graduates at the state level, and we want to be on the leading edge of producing high quality practitioners who chose to make Virginia their home.

Now we are planning for Success.

We have reached the conclusion of Year 1 of our current Two-Year Strategic Plan; each board member will have an updated version of the plan, its baselines and metrics, as well as a progress report. Year 1 saw the achievement of significant goals focused on enrollment and student success, which included rebranding the institution, increasing visitors to campus, Direct Admission, and increasing retention.

One high-visibility piece of the rebrand was incomplete, and it's something you can see every day on Virginia's highways. I'm talking about the official DMV-issued Radford University license plate. Today, I can show you our newly-approved Radford plates – one with the R shield, and for the first time, an athletics version with the Tartan shield. We had digital renderings available for Convocation in August, but now we have them in a tangible form! By early 2025, the plates will be available for purchase through the DMV website. The First Lady and I will be updating the ones on our vehicles, and we will spread the word across our media platforms to let everyone know when they are live.

This fall, two additional important goals were reached:

- **The new Website went live.** Visitors to radford.edu have noticed significant changes to the user experience since the summer, and our goal has been to make the site friendlier to

prospective students and their families, while enhancing the rich content that gives them a more meaningful understanding of the Radford experience.

- **On an even bigger scale, we completed the TOGETHER Campaign.** On October 5, we celebrated the most significant fundraising effort in Radford University history, when it was revealed that the TOGETHER campaign exceeded its lofty goal of \$100 million by reaching a grand total of \$106,693,338. As Vice President White shared with us yesterday, the impact to elevate the student experience was significant.
 - More than 55,000 gifts made by more than 18,000 donors
 - 178 new scholarships were created, bringing the total to 662
 - 51% of the money raised during this campaign specifically supported scholarships
 - And 139 new endowments— more than \$39 million— were created and will live in perpetuity

This campaign showed how collective pride can have far greater impact than any single act of generosity could achieve on its own. Thank you to all who contributed, in time and funds, and my deepest appreciation goes to Vice President White and her staff for leading Radford University to this transformational accomplishment.

We will now continue to follow this plan into its second year and use its positive outcomes to get us energized about the development of the subsequent six-year strategic plan.

As previously mentioned, we are developing a new six-year strategic plan. In just a few moments, our committee co-chairs, Dr. Angela Joyner and Dr. Sharon Roger Hepburn will share details with you about the process.

This is our progress, to date:

- A 33-person Strategic Planning Committee has been appointed and charged; the committee includes faculty and staff from all colleges and divisions, students and recent graduates, as well as business and government leaders from nearby, and across the commonwealth
- A website dedicated to the strategic plan has been launched, which includes a timeline and updates, and email communications have been shared with the university community about the status of the planning process
- Last month, we began engaging with our stakeholders to identify some of the key themes of the strategic plan with individuals from across the university and community attended in-person planning sessions in Radford and Roanoke or by responding to a survey with open-ended responses.

I am appreciative of the time that our committee has dedicated to the process, and appreciative of the ideas and insights that our students, faculty and staff, and external stakeholders have contributed to help shape the goals for our next six years. I for one cannot wait to see what this plan holds for the future successes of Radford University.

This concludes my report.

RADFORD UNIVERSITY
ACADEMIC EXCELLENCE AND STUDENT SUCCESS COMMITTEE
December 5, 2024

**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;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Visitors of Radford University hereby approves in accordance with §5.0 of the *Teaching and Research Faculty Handbook*, **Section 1.3.3: Selection of Deans** of the *Teaching and Research Faculty Handbook* as hereby amended. Said sections are to now read as follows (additions are in **red**):

Motion to Revise T&R Faculty Handbook Language for Teaching and Research Faculty Employment Classifications (Full-Time Temporary)

Referred by: Governance Committee

MOTION:

The Faculty Senate approves the addition of language (**red type**) and the deletion of language (stricken through) in Section 1.3.3 of the T&R Faculty Handbook.

Composition of Dean Search Committee

When a vacancy occurs in an academic Deanship, the Provost will, in consultation with the President and upon their approval, call for the formation of a Search Committee composed of **at least six (6) faculty from the college seeking a Dean, one (1) faculty member from outside the college, two (2) students majoring in the programs in the college, and a member of the administration, one (1) Dean from outside the college who will chair the committee in a nonvoting capacity, one (1) classified staff member who is past their probationary period, and one (1) partner who is external to the university.**

Method of Populating Dean Search Committee

1. **Faculty member from the College:** ~~(a) There shall be at least five (5) faculty members of the Search Committee. Each department or school in the college shall elect by secret ballot one (1) representative to the search committee. (b) Should this result in fewer than five (5)~~ **six (6) internal** faculty members of the Search Committee, then ~~at a college meeting chaired by the provost, the faculty of the college shall elect by secret ballot~~ **the provost shall ask the faculty of the college to nominate and elect** a sufficient number of at-large college faculty representatives to bring the total number of faculty representatives ~~from the College to five (5)~~ **six (6).**
2. **Faculty member from outside the College:** The Faculty Senate Executive Council (FSEC) shall nominate three faculty members who are external to the College that is seeking a Dean. The Provost will make the final appointment from the names submitted by the FSEC.
3. **Student members from programs in the College:** ~~The student members (2) shall be recommended by the Student Government Association and/or the Graduate Student Council as appropriate. The Student Government Association or the Graduate Student Council~~ **and the Office of Graduate Affairs** shall **each** propose a list containing at least ~~six~~ **three (3)** names and submit its list to the Provost, who will make the final appointments **of one (1) undergraduate and one (1) graduate student from the College.**
4. **Dean from outside the College:** The Provost shall appoint a Dean from outside the College who has a permanent appointment to their Deanship.
5. **Classified staff:** The Provost will request that the College's classified staff meet and nominate at least three (3) but no more than six (6) classified staff members who are past the probationary period. The Provost will make the final appointment from the names submitted by the College's classified staff.

6. External Partner: The Division of Advancement and Alumni Relations shall name a minimum of two (2) and a maximum of three (3) nominees for the external partner. The Provost will make the final appointment of one (1) external partner from the names submitted by this division.

~~The administrative member (1) shall be appointed by the Provost. The Search Committee shall elect its own chair.~~

RATIONALE:

The purpose of this motion is to modify the composition of the dean search committee while, consistent with the principles of shared governance, preserving the role of faculty in the process of selecting deans who will be both their colleagues and their leaders.

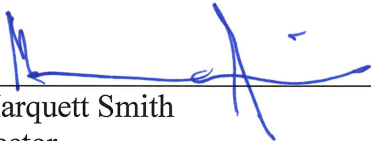
Currently, deans at Radford University interact with and serve multiple constituencies. They supervise faculty and classified staff; serve on college-wide leadership councils; collaborate with faculty and leadership in other colleges; address student issues and interact with student leaders; play a role in recruitment by interacting with admissions and advisory staff and with prospective students and their families; and interact with state and local leaders, leaders of other educational institutions, alumni, donors, and the public at large. Recognition of the multifaceted role of the Radford University dean has led to this motion to modify the dean search committee so that there is an opportunity for representatives from constituencies with which deans interact to offer their perspectives on candidates for the position. At the same time, the motion mandates that the majority of voting seats on the dean search committee will be held by faculty, maintaining the principle that academicians must play a pivotal role in choosing a college's chief academician

- The motion continues to guarantee majority representation of faculty, with a minimum of six seats reserved for faculty from the college, and with the external faculty member, a minimum of seven faculty seats overall. Faculty from the college will be selected by their colleagues; chairs and directors within the College will nominate appropriate faculty from outside the college.
- The motion recognizes the importance of the dean's collaboration with the classified staff who are vital to the day-to-day functioning of a college by assuring that their perspective is represented by the allocation of a seat to that constituency. Classified staff within the College will nominate appropriate classified staff representatives.
- The motion allows for the perspective of a faculty member from outside the college with knowledge about the college's priorities and about ongoing collaborations between colleges. The Faculty Senate Executive Council will nominate appropriate external faculty.
- The motion recognizes the role that deans play in fundraising and representing the college beyond campus borders by allowing for the perspective of an outside representative, such as a member of a college's alumni advisory board or a member of an organization with which the college has or hopes to have a mutually beneficial relationship. Advancement and the Office of Alumni Relations will nominate appropriate external partners.

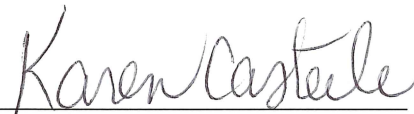
- The motion continues to allow for the student perspective by allocating seats to students. A representative student body (SGA) will send nominations to the Provost. The Graduate Student Council has been stricken as it is no longer active, and nominations will instead be submitted by the Office of Graduate Affairs.
- The motion allows for the perspective of peer leadership by allocating a seat to a dean from another college who, while nonvoting, will chair the search committee and provide advice and guidance. The T & R Faculty Handbook currently calls for “a member of the administration,” language that will be replaced with language referencing the external dean. The Provost will select the external dean from among deans with permanent appointments to their deanships.

The allocation of seats will allow for filling one existing seat (the “member of the administration”) with one nonvoting member (the external dean chairing the committee) and the addition of three voting members (one member external to the university, one faculty member from an outside college, and one member of the classified staff). At the same time, college faculty voting membership will never fall below six, and depending on the number of departments and schools in a college, may be greater than six, with total voting faculty membership never falling below seven. The motion therefore accommodates the perspectives of constituencies that do have a stake in the selection of a college’s dean while preserving the traditional faculty prerogative that it chooses its leadership.

Adopted: December 6, 2024



Marquett Smith
Rector
Radford University Board of Visitors



Karen Castele
Secretary to the Board of Visitors
Radford University

RADFORD UNIVERSITY BOARD OF VISITORS

**RESOLUTION
December 6, 2024**

Approval of Revised Internal Audit Charter Policy

WHEREAS, the Internal Audit Charter for Radford University was first approved by the Radford University Board of Visitors in 1985 with the initial establishment of the internal audit function, which is now known as the Office of Audit and Advisory Services; and

WHEREAS, the Internal Audit Charter describes the general purpose, authority, and responsibility of the Office of Audit and Advisory Services; and

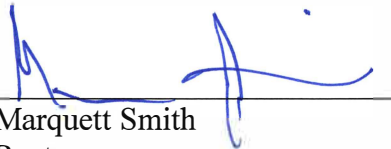
WHEREAS, the Internal Audit Charter also serves as a foundational guide to assist the Office of Audit and Advisory Services with conforming to the mandatory elements of The Institute of Internal Auditors' International Professional Practices Framework (IPPF), which are the Global Internal Audit Standards and the Topical Requirements; and

WHEREAS, in 2024, the Institute of Internal Auditors significantly revised the structure of the IPPF, including the model Internal Audit Charter; and

WHEREAS, revisions are needed to Radford University's Internal Audit Charter to assist with compliance with The Institute of Internal Auditors' requirements;

NOW THEREFORE BE IT RESOLVED, the Radford University Board of Visitors approves the revised Internal Audit Charter (University Policy GEN-PO-1005) as presented.

Adopted: December 6, 2024



Marquett Smith
Rector
Radford University Board of Visitors



Karen Castele
Secretary to the Board of Visitors
Radford University

RADFORD UNIVERSITY BOARD OF VISITORS
Business Affairs & Audit Committee
December 6, 2024

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, the Executive Policy Group (EPG) may be convened. The EPG 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 EPG approves overall priorities and strategies for incident response and recovery, approves any temporary polices, identifies and approves financial resource allocations, approves suspending classes and events or closing the university, approves press releases and external communications, approves returning to normal operations, and remains accessible to the Emergency Management Team for updates and guidance.

In the event of an incident that may cause significant impact to university operations or last for an extended period, members of the Emergency Management Team (EMT) may be activated which may require the use Emergency Operations Center (EOC) to centralize the command, control, and coordination necessary to manage the incident. 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.

The EMT provides overall incident management and coordination, determines the scope and impact of the incident, serves as the primary information collection and dissemination clearinghouse, issues communication through Marketing & Communications, identifies resource needs and shortfalls and makes requests for resources, coordinates with local, state, and federal government agencies, maintains situational awareness and a common operating picture throughout the incident, re-assigns/deploys individuals and resources in support of response and recovery operations, and implements university business continuity of operations plan.

The Office of Emergency Management has 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; establishment of the Executive Policy Group; update from Incident Management Team to Emergency Management Team; adoption of the Departmental EOC Structure in lieu of Emergency Support Function; establishment & updates of Hazard Annexes versus Functional Annexes; and inclusion of language to account for our Roanoke locations.

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 6, 2024

Adoption of the Radford University Crisis and Emergency Management 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

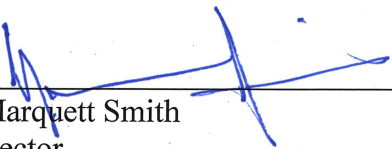
WHEREAS, every four years, each institution shall conduct a comprehensive review and revision of its crisis and emergency management plan to ensure the plan remains current, and the revised plan shall be adopted formally by the Board of Visitors; and

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 best practices as established by the Federal Emergency Management Agency planning guides.

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 6, 2024

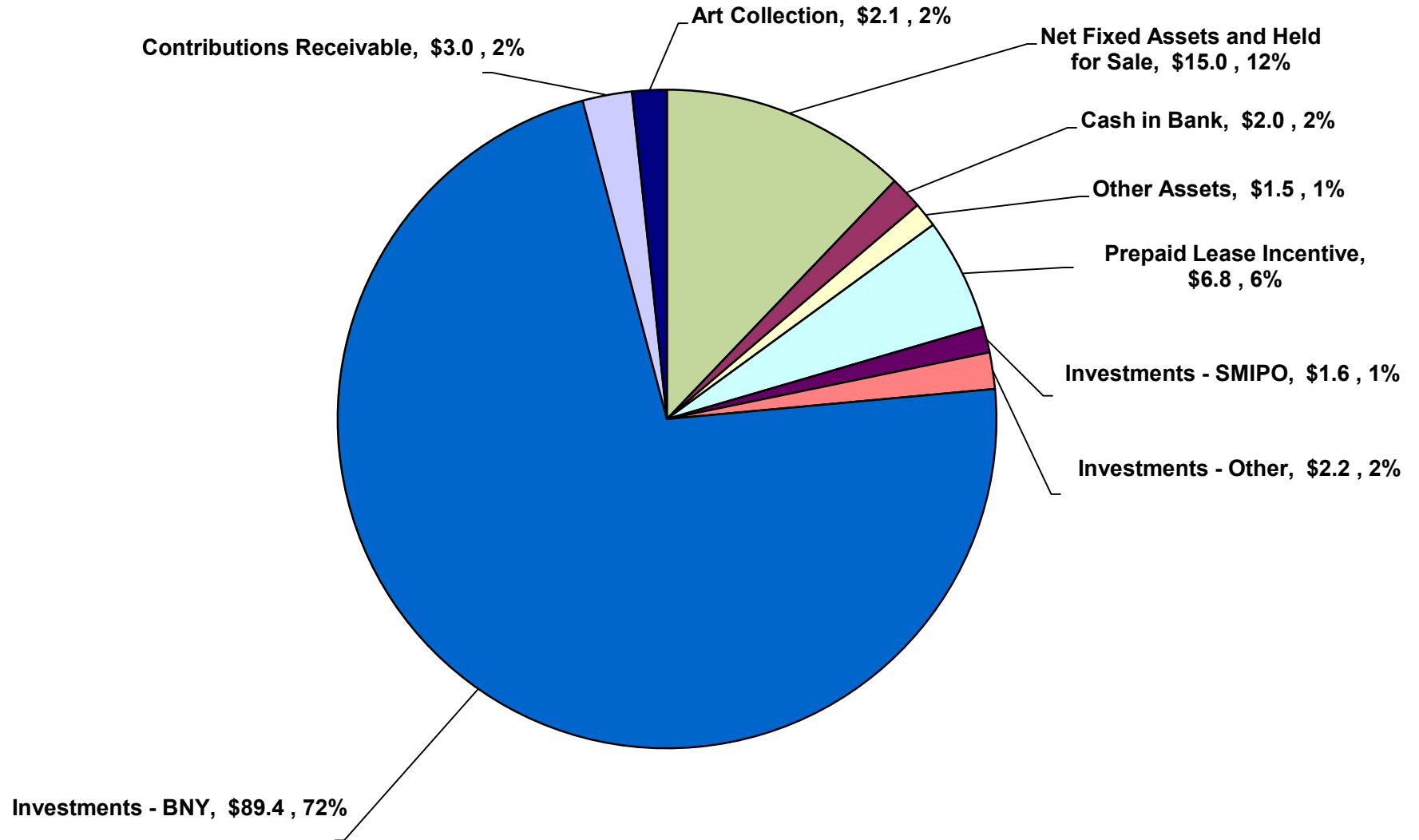


Marquett Smith
Rector
Radford University Board of Visitors



Karen Castele
Secretary to the Board of Visitors
Radford University

Radford University Foundation Asset Composition as of 9/30/2024



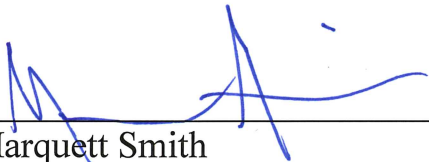
(in millions)
Total Assets: \$123.6M

**Radford University Board of Visitors
Resolution**

**Employment Agreement Review
December 2024
President Bret Danilowicz**

Now Therefore Be It Resolved that the Board of Visitors hereby acknowledges the salary equity review as defined in Section D of the Employment Agreement with President Bret Danilowicz, dated December 7, 2021, was conducted and as a result, approves the adjustment as discussed in closed session.

Adopted: December 6, 2024



Marquett Smith
Rector
Radford University Board of Visitors



Karen Castele
Secretary to the Board of Visitors
Radford University

End of Board of Visitors Materials

