

# Board of Visitors Meeting Materials

December 2025



**Radford**  
UNIVERSITY



Quarterly Meeting  
9:00 a.m.\*\*  
December 5, 2025  
Kyle Hall, Room 340, Radford, VA

- |   |  |
|---|--|
| o Call to Order and Opening Comments            | Mr. Tyler Lester, <i>Rector</i>  |
| o Approval of Agenda                            | Mr. Tyler Lester, <i>Rector</i>  |
| o Approval of Minutes                           | Mr. Tyler Lester, <i>Rector</i>  |
| o Student Presentation                          | Ms. Kate Hudson  |
| o President's Report                            | Dr. Bret Danilowicz, <i>President</i>  |
| o Government Relations Update                   | Ms. Lisa Ghidotti, <i>Executive<br/>Director of Government<br/>Relations and Strategic<br/>Initiatives</i> |
| o Strategic Plan 2026-2031 Update               | Dr. Angela Joyner and  |
| o <i>Shaping Tomorrow – Together</i> Resolution | Dr. Sharon Roger Hepburn,<br><i>Planning Committee Co-Chairs</i>   |
| o Board Effect Presentation                     | Dr. Ryan Bowyer, <i>Chief of Staff</i>   |
| o Photo and break                               | Justin Ward, <i>Director, Media<br/>Services</i>   |

- o COACHE Survey Presentation Dr. Matt Close, *Chair, Faculty Senate*
- o Academic Excellence and Student Success Committee Dr. Betty Jo Foster, *Chair*
    - o Report to the Board of Visitors
      - Action Item: Resolution to discontinue B.S. in Biomedical Sciences
      - Action Item: Resolution to create B.S. in Geospatial and Earth Sciences program
      - Action Item: Resolution to discontinue B.A./B.S/ in Geology
      - Action Item: Resolution to discontinue B.A./B.S. in Geospatial Sciences
- Business Affairs and Audit Committee Ms. Jeanne Armentrout, *Chair*
    - o Report to the Board of Visitors
      - Action Item: Discrimination and Harassment Policy Update
- Enrollment Management and Brand Equity Committee Mrs. Jennifer Wishon Gilbert, *Chair*
    - o Report to the Board of Visitors
- External Engagement Committee Ms. Betsy Beamer, *Chair*
    - o Report to the Board of Visitors
- Student Affairs and Athletics Committee Mr. David A. Smith, *Chair*
    - o Report to the Board of Visitors
- Report on the Radford University Foundation Mr. George Mendiola, *BOV Liaison to RU Foundation*
- Executive Committee Mr. Tyler Lester, *Chair*
    - o Bylaws Feedback Discussion
    - o Action Item: Executive Order 48 Resolution
    - o Action Item: Approval of 2027 BoV Meeting Dates

- Report to the Board of Visitors  
from the Student Representative  
to the Board
- CLOSED SESSION  
Virginia Freedom of Information Act  
§ 2.2-3711(A) (1) and (8)
- OTHER BUSINESS
- ANNOUNCEMENTS
  - o 2026 Dates
    - March 19 & 20
    - June 4 & 5
    - July Retreat 19, 20 & 21
    - September 17 & 18
    - December 3 & 4
- ADJOURNMENT

Ms. Dominika Butler, *Student Representative to the Board of Visitors*

Mr. Tyler A . Lester, *Rector*

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

## **BOARD MEMBERS**

Mr. Tyler Lester, Rector  
 Mrs. Jennifer Wishon Gilbert, Vice Rector  
 Mr. Dale S. Ardizzone  
 Ms. Jeanne S. Armentrout  
 Ms. Betsy D. Beamer  
 Ms. Joann Craig  
 Ms. Callie M. Dalton  
 Mr. William C. Davis  
 Dr. Betty Jo Foster  
 Mrs. Mary Anne Holbrook  
 Mr. George Mendiola Jr.  
 Mr. Anthony Moore  
 Mr. David A. Smith  
 Mr. Jonathan Sweet  
 Mr. James C. Turk



# Meeting Materials



Radford  
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# Strategic Plan Update

Angela Joyner and Sharon Roger Hepburn

December 5, 2025

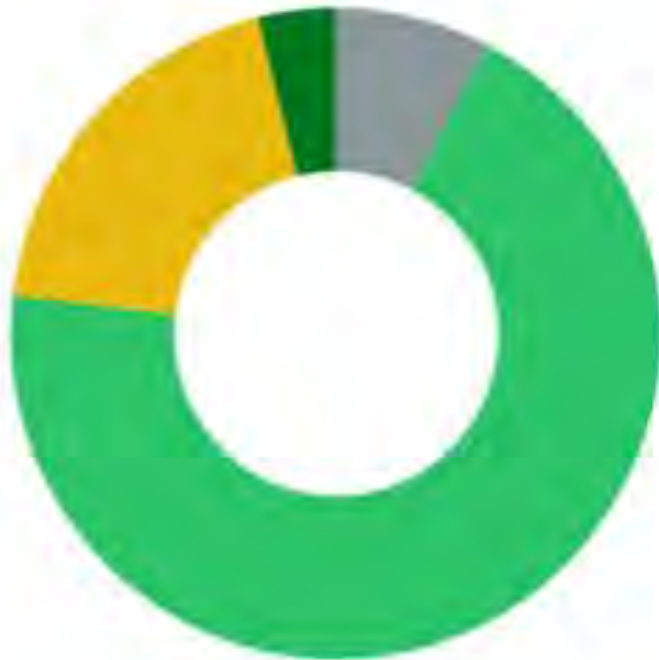


# Plan Updates

- Mission Statement (pending SCHEV approval)
- Language
- Strategy refinement
- Operational strategies and actions

## Progress of Objectives & Strategies

### Academic Achievement Progress



● Not Started 2 (8%)  
 ● On Track 18 (69%)  
 ● Off Track 5 (19%)  
 ● Achieved 1 (4%)

### Academic Achievement Objectives & Strategies

Level	Name	Status	Metric Description	Current Value	Last Comment
Pillar	Academic Achievement	On Track			
Objective	Develop an academic plan that capitalizes on the unique identities and opportunities of Radford University	On Track	Move from baseline of 0% to target of 100%	25%	We've started identifying the priorities for this plan and are meeting with the Departments in the next month to make more progress in alignment.
Strategy	Ensure that the University Academic plan is centered on our core portfolio: Arts and Humanities, Science and Environment, Business and Economics, Health, Education.	On Track			
Strategy	Amplify the impact of Radford University's research and creative scholarship on advancing healthy, thriving communities.	Off Track			This is something that we've wanted to focus on for some time and have had to shift some priorities related to student success. That said, we have a group established and meet to discuss ways to get this on track next week.
Strategy	Formulate a University strategy for the implementation of artificial intelligence (AI) in higher education.	On Track	Move from baseline of 0% to target of 100%	25%	
Strategy	Become the premier destination for health education and talent in southwest Virginia.	On Track			

# AchieveIT Integration

# Launch Strategy

- January 23, 2026
- Time: 9AM
- Location: TBD





# Next Steps

- BOV approval
- AchieveIT training
- Launch plan
- Operational plan alignment







**Radford**  
UNIVERSITY

# ***Shaping Tomorrow – Together:***

RADFORD UNIVERSITY STRATEGIC PLAN

2026-2031







Find Your Place. Here.



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BRET DANILOWICZ, Ph.D.

## A Word from Our President



*Dear Highlander Community,*

I'm excited to share "Shaping Tomorrow - Together," our strategic vision for 2026-2031. Borne out of numerous planning meetings, feedback sessions and surveys with our Highlander community, the new plan reflects our shared commitment to building a culture of care, deepening our community engagement throughout Southwest

Virginia and beyond, and strengthening our academic programs through hands-on learning that connects classroom knowledge with career-level experience.

In this document, you will learn more about our refined mission statement that calls upon us to empower brighter futures and build stronger communities. Six strategic themes represent the common ideas that emerged from the diverse voices of all those who participated in the effort, and these will serve as connective threads holding all the parts of the plan together as we move from planning to implementation. Corresponding bold commitments articulate the tangible impact that the plan will have on our students, employees, alumni, partners, employers and communities.

The new plan is ambitious, yet achievable. It requires all of us to embrace our shared responsibility for shaping tomorrow. Together, we will empower Highlanders to lead with compassion and drive positive impact in their communities.

As we complete our two-year strategic plan in 2025 and transition to implementing Shaping Tomorrow - Together, our core values will help guide the change process inherent to such an undertaking. Foremost among these core values is our culture of care. By taking care of each other — in every communication, through every interaction — we will elevate this university and our students to new heights.

*With gratitude and excitement for what lies ahead,*

Bret Danilowicz, Ph.D.  
President  
Radford University

## Foreword from the Strategic Plan Committee Chairs



Sharon Roger Hepburn, Ph.D.



Angela Joyner, Ph.D.

*To our Radford Community,*

It is with immense pride that we present to you “Shaping Tomorrow – Together,” Radford University’s strategic plan for 2026-2031. This comprehensive roadmap represents far more than a planning document – it embodies our collective vision, shared values and unwavering commitment to excellence in higher education.

“Shaping Tomorrow – Together” was developed through a truly collaborative process, engaging a broad-based group of on-campus and external stakeholders who brought their unique insights and experiences to every discussion. We extend our sincere appreciation to the countless individuals who contributed their time, expertise and passion to this endeavor. The thoughtful analysis provided by our dedicated subcommittees has been instrumental in crafting a plan that truly reflects the diverse perspectives and aspirations of our community. From faculty and staff to students and alumni, from community partners to external stakeholders, each voice has helped shape this vision for our future.

This effort stands as a testament to our institution’s culture of care – care for our students who entrust us with their educational journey, care for our faculty and staff who dedicate themselves to excellence every day, care for our alumni who continue to champion our mission and care for the broader community we are privileged to serve. The collaborative spirit that defined this process showcases the best of what makes Radford University special.

Now, as we embark on this exciting journey toward 2031, we look forward to working with each of you to transform these strategic priorities into meaningful action. Together, we will shape tomorrow – creating new opportunities, build on our proud legacy and helping all Highlanders find their place here at Radford University.

*Sincerely,*

Sharon Roger Hepburn, Ph.D. and Angela Joyner, Ph.D.

***Shaping Tomorrow – Together:***

***Radford University Strategic Plan 2026-2031***



# Background of Radford University

## WHO WE ARE



Radford University is a regional comprehensive public university of 7,837 students that has received national recognition for many of its undergraduate and graduate academic programs, as well as its sustainability initiatives. Radford University serves the Commonwealth of Virginia and the nation through a wide range of academic, cultural, human service and research programs. Well known for its strong faculty/student relationships, a commitment to shared governance, innovative use of technology in the learning environment and vibrant student life on a beautiful 211-acre American classical campus, Radford University offers students many opportunities to get involved and succeed in and out of the classroom. Radford University builds sustainability into everything it does while inspiring students to explore, learn and make a positive impact on their community and environment. The university offers 75 bachelor's degree programs in 47 disciplines and six certificates at the undergraduate level; 27 master's programs in 23 disciplines and five doctoral programs at the graduate level; and 21 post-baccalaureate certificates and one post-master's certificate. A Division I member of the NCAA and Big South Conference, Radford University competes in 16 men's and women's varsity athletics. With over 250 clubs and organizations, Radford University offers many opportunities for student engagement, leadership development and community service. In addition to robust academic offerings and engaging student experiences on the main campus located in Radford, Virginia, the university also offers a clinical-based educational experience for more than 1,000 students living and learning in Roanoke, Virginia as part of Radford University Carilion, a public-private partnership focused on the cutting-edge delivery of health sciences programming, outreach and service.

## WHO WE SERVE

Radford University primarily serves students seeking undergraduate, graduate and continuing education, including a population of diverse backgrounds, veterans and working professionals. Beyond its student body and their families, the university also serves the broader Commonwealth of Virginia and the nation through academic, research and human service programs, as well as the Radford community and the region through various outreach efforts and partnerships.



### Students and Families

Radford University serves students from various backgrounds who seek comprehensive educational experiences both inside and outside the classroom. We are committed to fostering a welcoming environment where every individual can feel seen and valued. By encouraging students to find and become part of thriving communities while appreciating multifaceted identities, we strive to cultivate mutual respect, understanding, and appreciation for differences. The university provides resources for students and families to facilitate student learning, engagement and enhance the quality of life.



### Community

Radford University serves the city of Radford, the New River and Roanoke Valleys and the Commonwealth of Virginia through economic development partnerships, community service programs and educational outreach. The university's students, faculty and staff contribute to the economic prosperity and social well-being of these communities by engaging in volunteer work, supporting local businesses and offering human service programs. Radford University alumni join the workforce, often in high demand areas, and continue to make a positive impact in their communities.



Radford University's two-year 2024-2025 strategic plan marked a pivotal chapter in the institution's history, strengthening its identity, expanding access and advancing its role as a driver of regional growth. Through initiatives such as the Tartan Transfer Program and the Radford Tuition Promise, the university expanded opportunities for students and families while stabilizing enrollment and realigning resources to meet the needs of a changing higher education landscape, and the opening of The HUB at Radford brought new opportunity to connect the university with the broader community. These efforts not only reinforced Radford's legacy of student-focused innovation but also laid the groundwork for the university's next era of growth and impact.

Looking ahead, Radford enters an exciting new chapter with the launch of a six-year strategic plan that will guide the university through 2031. Rooted in collaboration across students, employees and community members, the plan embraces a bold mission: Empower Brighter Futures, Build Stronger Communities. More than a roadmap, this plan reflects Radford's spirit and its promise to transform lives, strengthen communities and lead with purpose into the future.



# Strategic Planning Development Methodology

## OVERVIEW

The university employed a systematic approach to developing a comprehensive strategic plan that translated institutional vision into actionable implementation through data-informed decision-making and stakeholder engagement.

### ★ Foundational Analysis

**Baseline Data Collection:** The planning team gathered quantitative institutional performance data including enrollment, finances, academics and operations, as well as qualitative stakeholder input through interviews, surveys and focus groups.

**SWOT Analysis:** A comprehensive analysis was conducted of internal strengths and weaknesses alongside external opportunities and threats to identify strategic leverage points and vulnerabilities.

### ★ Mission, Vision and Values Alignment

The institutional mission was refined and confirmed, an inspiring vision for the future state was developed, and core values were articulated to guide decision-making and resource allocation throughout strategic plan implementation.

### ★ Goal Setting by Focus Area

Strategic focus areas were identified including academic excellence, student success, research, community engagement, operations and financial sustainability. One overarching SMART goal was developed for each area through stakeholder consultation and best practice research.

### ★ Strategic Imperatives Identification

To help shape the strategies, essential imperatives were identified for each goal – critical conditions or achievements necessary for success – through gap analysis and success factor assessment. Imperatives were prioritized based on impact potential, resource requirements and implementation feasibility.

### ★ Strategy Development

Multiple strategic options were generated for achieving each imperative, feasibility and resource requirements were evaluated, and final strategies were selected based on alignment with institutional mission, available capabilities and risk assessment.

### ★ Action Planning

Each strategy was broken down into specific, manageable actions with clear deliverables, success criteria, resource requirements and sequenced timelines. Each action was designed to contribute directly to a strategy. This work will be shared to support operational plans.

### ★ Implementation Planning

Comprehensive implementation plans were developed for each focus area, including:

- RACI Matrix: Roles and responsibilities were defined (Responsible, Accountable, Consulted, Informed)
- Metrics: Outcome measures, process indicators and benchmarking standards were established
- Resources: Human, financial, infrastructure and external resources were allocated
- Timelines: Initial timelines were created
- Investments: Initial investments were generated

This work will be used to support operational plans.

# Strategic Planning Timeline



## Summer 2024

Board of Visitors is briefed on the upcoming strategic planning process. Initial assumptions, data and situation assessment framework is obtained.



## Fall 2024

Strategic Planning Committee charged by President Danilowicz. Subcommittees begin their work and convene regularly. Strategic work session scheduled to gather insights and input from campus and community stakeholders. Subcommittees begin to identify goals, objectives and strategies to address input from the work sessions.



## Spring 2025

Subcommittees complete their work and submit their recommendations to the subcommittee chairs. An implementation planning team is selected. The team develops an implementation plan that includes a RACI model and provides initial guidance on resources and timing. The mission is presented for consideration to the Board of Visitors, and the vision and core values are refined.



## Summer 2025

The mission was approved by the Board of Visitors. The draft plan, including strategies, bold commitments and vision, is presented to the board to gain initial feedback on direction of the plan prior to submission. The full strategic planning committee reconvenes, and campus town halls are held to share progress of plan.



## Winter 2025

Submit proposed plan to Board of Visitors for approval



## January 2026

Radford University launches its strategic plan, Shaping Tomorrow – Together: 2026-2031 Strategic Plan





## TRANSPARENCY

Our strategic planning process has prioritized transparency to keep all campus community members, alumni and regional partners informed of our progress. We established a publicly accessible website early in the process, providing information about committee membership, progress updates, town hall schedules, work sessions and timelines. Campus forums were held in both Radford and Roanoke, along with one off-campus focus group, to gather broad community input. Throughout the process, students, faculty, staff, administrators and board members have received regular updates on strategic planning activities through scheduled meetings, town halls and other communication channels.

This comprehensive approach ensures our strategic direction reflects input from across our entire institutional community.

## Mission and Vision



## Mission

### **Empower Brighter Futures, Build Stronger Communities**

Radford University empowers lifelong success through inclusive education, innovation and collaboration. We foster personal growth, professional development and community impact while building strong partnerships and addressing societal needs.

\*Approved by the Radford University Board of Visitors on June 6, 2025, pending State Council of Higher Education for Virginia (SCHEV) approval.

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## Vision

At Radford University, students will find their voices and build confidence through real-world experiences to help define their purpose and path forward. Within our close-knit community, Highlanders will be empowered to lead with compassion and drive positive impact in their communities.



## Core Values



### Collaboration

We are committed to a spirit of cooperation, embracing all members of our Highlander community.



### Empowerment

We engage and support our students, staff and faculty in the discovery and pursuit of their own unique paths.



### Community

We foster relationships and a culture of service and sustainability within and beyond our university community.



### Innovation

We inspire and support creativity through experiential learning, scholarship, service and research.



### Culture of Care

We provide students, staff and faculty with the opportunities and resources necessary to enjoy a Highlander experience that supports their well-being through care and compassion.



### Intellectual Freedom

We encourage and defend a fearless exploration of knowledge in all its forms.

## Overarching Themes



### **CULTURE OF CARE**

Radford University fosters a comprehensive culture of care that prioritizes the holistic well-being and success of every community member. We create supportive environments where students, faculty and staff feel valued and empowered to thrive through proactive, coordinated support systems.



### **ACADEMIC ACHIEVEMENT AND INTELLECTUAL DISCOVERY**

Radford University pursues academic distinction through innovative teaching, impactful research and creative scholarship. We are strengthening what we do best – our core programs in arts and humanities, natural and social sciences, business, health and education – while embracing new technologies and supporting our faculty to deliver exceptional learning experiences.



### **STUDENT SUCCESS AND EXPERIENTIAL LEARNING**

Radford University ensures student success through transformative educational experiences and hands-on learning opportunities that develop professional competencies, ethical foundations and critical thinking skills which ultimately prepare graduates for meaningful careers and purposeful lives.







### **STRATEGIC PARTNERSHIPS AND COMMUNITY ENGAGEMENT**

Radford University serves as a catalyst for prosperity through intentional partnerships with industry, government and community stakeholders. We build lasting relationships that align our strengths with the regional needs, enhancing educational and philanthropic opportunities and positioning ourselves as an indispensable partner in Southwest Virginia and beyond.



### **ORGANIZATIONAL EXCELLENCE AND CONTINUOUS IMPROVEMENT**

Radford University operates with excellence across all aspects of our work, continuously evolving systems and practices to better serve our community. We embrace and utilize data-informed decision-making, operational efficiency and collaborative problem-solving that removes barriers and enhances experiences for everyone.



### **COMMUNICATION AND COLLABORATION**

Radford University builds success through effective communication and meaningful engagement as a collaborative, transparent institution. We foster open dialogue, break down silos and ensure all voices are valued and respected while telling our story through authentic relationships that strengthen our shared purpose.















## CULTURE OF CARE

Radford University fosters a comprehensive culture of care that prioritizes the holistic well-being and success of every community member. We create supportive environments where students, faculty and staff feel valued and empowered to thrive through proactive, coordinated support systems.

**GOAL:** Foster a comprehensive culture of care that ensures the well-being and success of all community members.





## **Create supportive networks that help all students feel welcomed, connected and successful at every step of their journey**

### **STRATEGIES**

- Cultivate a coordinated care approach that anticipates needs and drives holistic student support.
- Leverage innovative technologies and support tools to proactively connect students with the resources they need to thrive.
- Promote a culture of resilience and well-being for students through a stepped care support model.
- Strengthen connection initiatives to foster belonging and support for first-year, transfer and graduate students.

## **Build a campus community where all faculty and staff feel supported and able to thrive**

### **STRATEGIES**

- Cultivate a shared sense of excitement among faculty and staff about being a part of Radford University.
- Ensure the university is sufficiently staffed and resourced and structures and processes are put in place for training, growth, retention and well-being of employees.
- Develop robust onboarding programs, mentorship opportunities and other knowledge sharing approaches.



## ACADEMIC ACHIEVEMENT AND INTELLECTUAL DISCOVERY

Radford University pursues academic distinction through innovative teaching, impactful research and creative scholarship. We are strengthening what we do best – our core programs in arts and humanities, natural and social sciences, business, health and education – while embracing new technologies and supporting our faculty to deliver exceptional learning experiences.

**GOAL:** Foster a vibrant academic environment dedicated to experiential learning, inspiring lifelong intellectual curiosity and empowering individuals to grow and lead flourishing communities.

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## **Develop an academic and research plan that capitalizes on the unique identities and opportunities of Radford University**

### **STRATEGIES**

- Ensure that the university's academic mission is structured around strategic portfolio areas that align our educational programs, research excellence, and student success initiatives across our core strengths (arts and humanities, natural and social sciences, education, health, business and economics).
- Amplify the impact of Radford University's research and creative scholarship on advancing healthy, thriving communities.
- Become the premier destination for health education and talent in Southwest Virginia.
- Develop a plan to embed the use of artificial intelligence (AI) and other emerging technologies in the curriculum and providing faculty with the appropriate educational and training opportunities.
- Continue strategic development of Radford's online academic portfolio to best meet the needs of students and faculty.

## **Ensure reliable and accessible services and structures that best serve the Highlander community**

### **STRATEGIES**

- Provide consistent availability of resources, facilities and spaces across all campuses.

## **Create a more supportive and effective environment that fosters academic achievement and long-term success**

### **STRATEGIES**

- Enhance professional development opportunities for faculty and staff that best support Radford's academic and research plan.
- Assess staff and faculty responsibilities and workload and realign to best support Radford University's academic and research plan.





## STUDENT SUCCESS AND EXPERIENTIAL LEARNING

Radford University ensures student success through transformative educational experiences and hands-on learning opportunities that develop professional competencies, ethical foundations and critical thinking skills which ultimately prepare graduates for meaningful careers and purposeful lives.

**GOAL:** Ensure all students achieve success through transformative experiential learning and comprehensive support.

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## **Give every student real-world learning experience that prepares them for their future and make a positive difference in their communities**

### **STRATEGIES**

- Advance and deepen the university commitment to work-based learning as a core element of the student experience.
- Creating and implementing a model for student employment as a meaningful work experience
- Require experiential learning and work-related experience opportunities to all students.
- Instill in our students the skills, competencies and dispositions needed to live purposeful and ethical lives.
- Create opportunities to develop career readiness and workplace skills, relevant to specific disciplines.

## **Cultivate experiences that connect students to Radford and strengthen their sense of belonging**

### **STRATEGIES**

- Define and deliver the distinctive Radford experience across the student lifecycle by enhancing support, resources and opportunities that deepen engagement and connection.

## **Make research and creative work a valuable part of every student's education**

### **STRATEGIES**

- Advance our undergraduate and graduate research programs as a hallmark of the student experience.









## **Work together across campus to provide the support resources needed to help every student reach their full potential**

### **STRATEGIES**

- Champion a shared commitment to student success by aligning goals, resources and staffing to deliver high-impact services, strengthen accountability and achieve meaningful outcomes.

## **Expand varied activities and experiences that fosters student growth, engagement and learning**

### **STRATEGIES**

- Cultivate a thriving athletics culture by enhancing the student-athlete journey, modernizing facilities and creating fan experiences that energize campus life, strengthen alumni and donor connections and elevate the Highlander spirit.
- Expand club sports and student organizations through strategic support and leadership development.
- Leverage Radford's natural environment to enrich outdoor experiences that promote wellness, community and learning.



## STRATEGIC PARTNERSHIPS AND COMMUNITY ENGAGEMENT

Radford University serves as a catalyst for prosperity through intentional partnerships with industry, government and community stakeholders. We build lasting relationships that align our strengths with the regional needs, enhancing educational and philanthropic opportunities and positioning ourselves as an indispensable partner in Southwest Virginia and beyond.

**GOAL:** Build transformative partnerships that amplify regional impact and create mutually beneficial opportunities.

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## **Develop lasting, meaningful partnerships that benefit everyone involved**

### **STRATEGIES**

- Create a cohesive approach to developing strategic partnerships and nurturing lifelong relationships.

## **Help our community partners discover how Radford can support their goals**

### **STRATEGIES**

- Build awareness of university priorities, resources and capabilities that best align with the needs of our partners (e.g., faculty, staff and alumni expertise and affinities).

## **Make it easier for people and organizations to connect and work with us**

### **STRATEGIES**

- Identify and remove barriers for those who want to engage and partner with Radford University (e.g., eliminate internal siloes, duplicative efforts or communication challenges).





## Create more opportunities for people to get involved and give back to their community



### STRATEGIES

- Identify and build awareness of philanthropic and community engagement opportunities at Radford University and beyond.
- Increase community and philanthropic engagement by creating capacity and making it easier for people to serve and give back.
- Measure and communicate the effectiveness and impact of Radford University's community engagement and sustainability initiatives.

## Become the go-to partner for workforce development in Southwest Virginia and the commonwealth

### STRATEGIES

- Collaborate with industry, government and regional agencies to understand and be more responsive to workforce needs (e.g., skills, training, educational programs, expertise and talent).
- Expand strategic partnerships that will increase work-based learning opportunities, research collaborations, student employment and lifelong learning programs to address workforce needs.





## ORGANIZATIONAL EXCELLENCE AND CONTINUOUS IMPROVEMENT

Radford University operates with excellence across all aspects of our work, continuously evolving systems and practices to better serve our community. We embrace and utilize data-informed decision-making, operational efficiency and collaborative problem-solving that removes barriers and enhances experiences for everyone.

**GOAL:** Achieve operational excellence through data-informed decision making and continuous process improvement.

## Use meaningful measures to continually improve what we do



### STRATEGIES

- Implement a balanced framework of leading and lagging indicators to drive continuous improvement.
- Drive continuous improvement through data-informed decisions to deliver a responsive student experience.

## Design processes that are simple, helpful and focused on what people need

### STRATEGIES

- Design our administrative processes with our end users in mind while identifying and eliminating redundancy and complexity in all operational processes.
- Leverage and deploy technology and training to support operational efficiencies and adaption to emerging technologies across the university.

## Use data wisely to make better decisions and improve outcomes and encourage a strategic mindset

### STRATEGIES

- Formalize a university data governance strategy and approach with measurable metrics.
- Increase awareness of available data, enhance and leverage our understanding of how to effectively use quantitative and qualitative data to make informed decisions.
- Consolidate, report and analyze data in a manner that leverages information from multiple systems.
- Engage in robust professional development activities that expand data analytic capabilities and competencies across the university.





## Encourage creativity and empower stakeholders to help make things better



### STRATEGIES

- Empower employees to address and resolve inefficiencies and brainstorm and suggest solutions or improvements to larger, more complex issues.
- Explore, identify and assess new and emerging practices, technologies and ideas.
- Encourage managers and supervisors to embed continuous improvement goals within all employee performance plans.
- Dedicate time to tackle areas of continuous improvement.

## Work together seamlessly and share knowledge across the university

### STRATEGIES

- Align policies, processes and technologies in a manner that creates seamless and easy access to university practices and workstreams while stimulating the identification and sharing of best practices.
- Create a feasibility model for prioritizing change initiatives.



A photograph of a red brick wall at Radford University. A large, red, rectangular sign is mounted on the wall, featuring the words 'RADFORD UNIVERSITY' in white, three-dimensional, serif capital letters. The sign is slightly angled. In the background, a concrete sidewalk runs alongside the wall, and a building with a flat roof and some trees are visible under a clear blue sky.

RADFORD UNIVERSITY

## COMMUNICATION AND COLLABORATION

Radford University builds success through effective communication and meaningful engagement as a collaborative, transparent institution. We foster open dialogue, break down silos and ensure all voices are valued and respected while telling our story through authentic relationships that strengthen our shared purpose.

**GOAL:** Build a connected, transparent community through effective communication and meaningful engagement.

## **Tell Radford's story in ways that inspire and engage our audiences**

### **STRATEGIES**

- Develop a comprehensive communications plan that effectively tells our story and increase engagement in Radford University's brand.

## **Make sure everyone's voice is heard and valued in university decisions**

### **STRATEGIES**

- Provide structures, policies, processes and practices to ensure that staff, faculty, student and alumni perspectives are solicited, understood respected and valued while information is accessible.

## **Break down walls between departments and work together more effectively**

### **STRATEGIES**

- Breakdown organizational siloes and remove barriers to accessing university-wide information and communication while providing clarity and fostering opportunities for innovation, strong relationships and continuous improvement.

## **Keep everyone informed and engaged in our shared mission**

### **STRATEGIES**

- Provide continuous points of knowledge sharing and education to inform all Radford stakeholders of the student journey.

## **Create meaningful ways for our community to contribute ideas and drive positive change**

### **STRATEGIES**

- Design effective mechanisms for the university community to offer perspectives and suggestions for innovation and improvement and have a meaningful role in their design.





## Bold Commitments

Radford University strategically identified bold commitments that address significant statewide needs while leveraging the university's proven strengths and expertise. Selection criteria helped to highlight initiatives with high impact potential, substantial investment opportunities, institutional capacity and collaborative partnerships that ensure sustainable successes.

1

### **Guaranteeing experiential learning for students and supporting workforce needs**

Ensuring every student engages in hands-on, real-world learning opportunities while preparing graduates who meet the evolving demands of employers.

2

### **Building and fostering a culture of care**

Creating a supportive, inclusive environment where students, faculty and staff feel valued, supported and empowered to thrive both personally and professionally.

3

### **Becoming the premier destination for healthcare education and talent in Southwest Virginia**

Establishing Radford University as the premier destination for healthcare training, research and professional development in the region, producing skilled healthcare professionals who serve local communities.

4

### **Modernizing our technology and business processes**

Ensure our technology infrastructure and streamlined operational systems enhance learning, improve efficiency and supports end users across all university functions.

5

### **Expanding regional economic opportunity and partnerships**

Strengthening collaborations with local businesses, organizations and communities to drive economic growth and address regional challenges through education, research, philanthropy and service.

6

### **Building affinity for and pride in Radford University**

Cultivating a strong sense of belonging, loyalty and institutional pride among students, alumni, faculty, staff and the broader community through exceptional experiences and achievements.

# Fiscal Stewardship



## BUDGET

Moving forward, annual budget planning and decision-making processes will be integral to the university's six-year plan refinement. This integration ensures that resource allocation directly supports strategic objectives and long-term institutional goals.

As the university transitions from strategic planning to implementation, the Office of Budget and Financial Planning and the University Planning and Budget Advisory Committee will serve as critical resources, providing advice to ensure the alignment of fiscal decisions with institutional priorities. These groups will be instrumental in evaluating funding considerations as each area completes budget development for the upcoming year and beyond.



INTRODUCING OUR STRATEGIC PLANNING PARTICIPANTS

## Acknowledgments

The strategic plan was made possible by the team members who participated in extensive planning sessions. The teams were intentionally developed to ensure all corners of the university were represented, including students, alumni, community members, campus leaders, faculty and staff. We acknowledge their hard work and dedication.

## ACADEMIC ACHIEVEMENT

**\*Sharon Roger Hepburn, Ph.D.** – Co-Chair, Chair and Professor, Department of History  
**\*Donna McCloskey, Ph.D.**, Dean, Davis College of Business and Economics  
**\*Paul Thomas, Ph.D.**, Professor, Department of Philosophy and Religion  
**Judy Smith, Ph.D.**, Professor, Department of Physician Assistant  
**Carrie Sanders, Ph.D.**, Associate Professor, Department of Counselor Education  
**Darleen Hoffert, D.N.P.**, Assistant Professor, College of Nursing  
**Sabrina Musick**, Graduate Student, Occupational Therapy  
**Susan Carroll**, President of Inova Loudon Hospital and Senior Vice President of Inova Health System

## ADMINISTRATIVE EXCELLENCE

**\*Deana Sentman** – Subcommittee Chair, Associate Vice President of Finance and University Controller  
**\*Ed Oakes**, Associate Vice President of Information Technology and CIO  
**\*Christine Small, Ph.D.**, Associate Dean and Professor, Department of Biology  
**Holly Cline, Ph.D.**, Chair and Professor, Department of Design and NCAA Faculty Representative  
**Sharon Proffitt**, Procurement Specialist, Procurement and Contracts  
**\*Bobbie Webster**, Director, Advancement Services and Information Technology  
**Susan Trageser, Ed.D.**, Vice President for Student Affairs

## EXTERNAL ENGAGEMENT AND PARTNERSHIPS

**\*Angela Joyner, Ph.D.** – Co-Chair, Vice President For Economic Development and Corporate Education  
**Laura Turk**, Executive Director, Alumni Relations  
**Kevin Byrd**, Executive Director, New River Valley Regional Commission  
**Erin Burcham**, President, Verge  
**David Ridpath**, Former Radford City Manager  
**Landon Hinton**, Director – 7 Hills Advisors  
**\*Samantha Steidle, Ph.D.**, Assistant Professor, Entrepreneurship, Leadership and Strategy, Director of Venture Lab  
**Bethany M. Usher, Ph.D.**, Provost and Senior Vice President for Academic Affairs  
**\*David E. Perryman, Ph.D.**, Associate Vice President for Strategic Communications

## STUDENT SUCCESS

**\*Jerel Benton, Ed.D.** – Subcommittee Chair, Assistant Provost for Student Success  
**Paula Vaughn Burroughs**, Assistant Director, Housing and Residential Life  
**Cory Durand**, Deputy Athletics Director  
**D.J. Preston**, Director, Student Recreation and Wellness  
**Meg Konkell, Ph.D.**, Former Associate Professor, Design Thinking  
**Scott Shaffer**, Captain, Police Department  
**Cameron Cardwell**, Undergraduate Student, Management  
**\*Riane Bolin, Ph.D.**, Chair and Associate Professor, Department of Criminal Justice  
**\*Sarah Tate**, Interim Associate Vice President for Enrollment Management and Director of Admissions  
  
\*Implementation Planning Team Members

## SEGAL TEAM

**Scott Nostaja**, Senior Vice President and National Organizational Effectiveness Practice Leader  
**Christopher Nickson**, Vice President  
**Rebecca Robb**, Consultant  
**Chaz Chapman**, Senior Associate

## BOARD OF VISITORS MEMBERS 2025-2026

**Tyler W. Lester**, Rector  
**Jennifer Wishon Gilbert**, Vice Rector  
**Dale Ardizzone**  
**Jeanne S. Armentrout**  
**Betsy D. Beamer**  
**Joann S. Craig**  
**Callie Dalton**  
**William C. Davis**  
**Betty Jo Foster, Ed.D.**  
**Mary Anne Holbrook**  
**George Mendiola Jr.**  
**Anthony Moore**  
**David A. Smith**  
**Jonathan D. Sweet**  
**James C. Turk**  
**Matthew Close, Ph.D.**, Faculty Representative  
**Dominika Butler**, Student Representative

## DESIGN AND PRODUCTION TEAM PLACEHOLDER







## **RADFORD UNIVERSITY BOARD OF VISITORS**

### **RESOLUTION TO APPROVE THE STRATEGIC PLAN: *SHAPING TOMORROW – TOGETHER***

**WHEREAS**, Radford University has engaged in an inclusive and comprehensive strategic planning process that reflects the institution's enduring mission to empower students, strengthen communities, and advance opportunity through excellence in teaching, research, service, and innovation; and

**WHEREAS**, this process, led by President Bret Danilowicz with delegated authority to co-chairs Dr. Angela Joyner and Dr. Sharon Roger Hepburn, and guided by broad participation from faculty, staff, students, alumni, and community stakeholders, has culminated in the development of *Shaping Tomorrow – Together*, a strategic plan that sets forth the University's shared vision and priorities for the next six years; and

**WHEREAS**, *Shaping Tomorrow – Together* identifies clear goals and measurable objectives aligned with Radford University's core values, emphasizing student success, academic innovation, community engagement, and institutional sustainability; and

**WHEREAS**, the plan embodies Radford University's commitment to shaping a dynamic future while honoring its heritage as a student-centered, community-focused public institution serving the Commonwealth of Virginia and beyond; and

**WHEREAS**, the Board of Visitors has reviewed the strategic plan and recognizes its importance in guiding institutional decision-making, resource allocation, and progress assessment through 2031;

**NOW, THEREFORE, BE IT RESOLVED**, that the Radford University Board of Visitors hereby formally approves and adopts the strategic plan *Shaping Tomorrow – Together* as the official strategic framework for Radford University; and

**BE IT FURTHER RESOLVED**, that the Board authorizes the President and senior leadership to implement the plan and to report regularly on progress toward achieving its goals and objectives; and

**BE IT FINALLY RESOLVED**, that this resolution be recorded in the official minutes of the Board of Visitors and that the Board expresses its appreciation to all members of the campus and community who contributed to the development of *Shaping Tomorrow – Together*.



# Board Effect Presentation

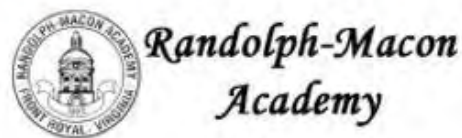
Ryan Bowyer, Ed.D.

# Benefits of a Board Management Platform

- Efficiency and Time-Savings
- Centralized Document Management and Access
- Improved Collaboration and Engagement
- Enhanced Oversight, Accountability & Governance Quality
- Security and Audit Trail
- Scalability & Board Lifecycle Support
- Improved Readiness and Accessibility



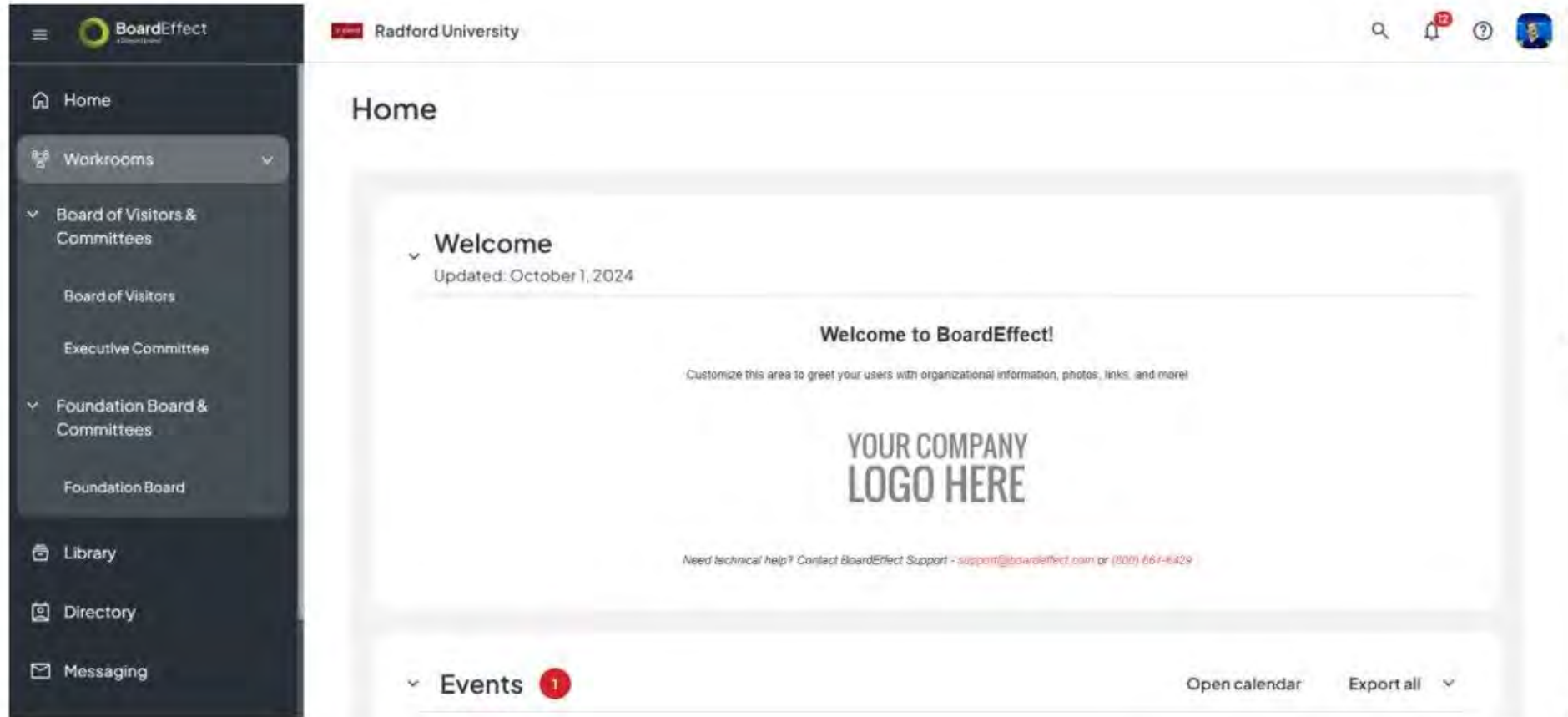
High-performing nonprofit customers



## End-User Experience (Home Page)

Each member can only see the areas that they have been permissioned to access:

### Board Member 1





## End-User Experience (Home Page - continued)

Each member can only see the areas that they have been permissioned to access:

### Board Member 2

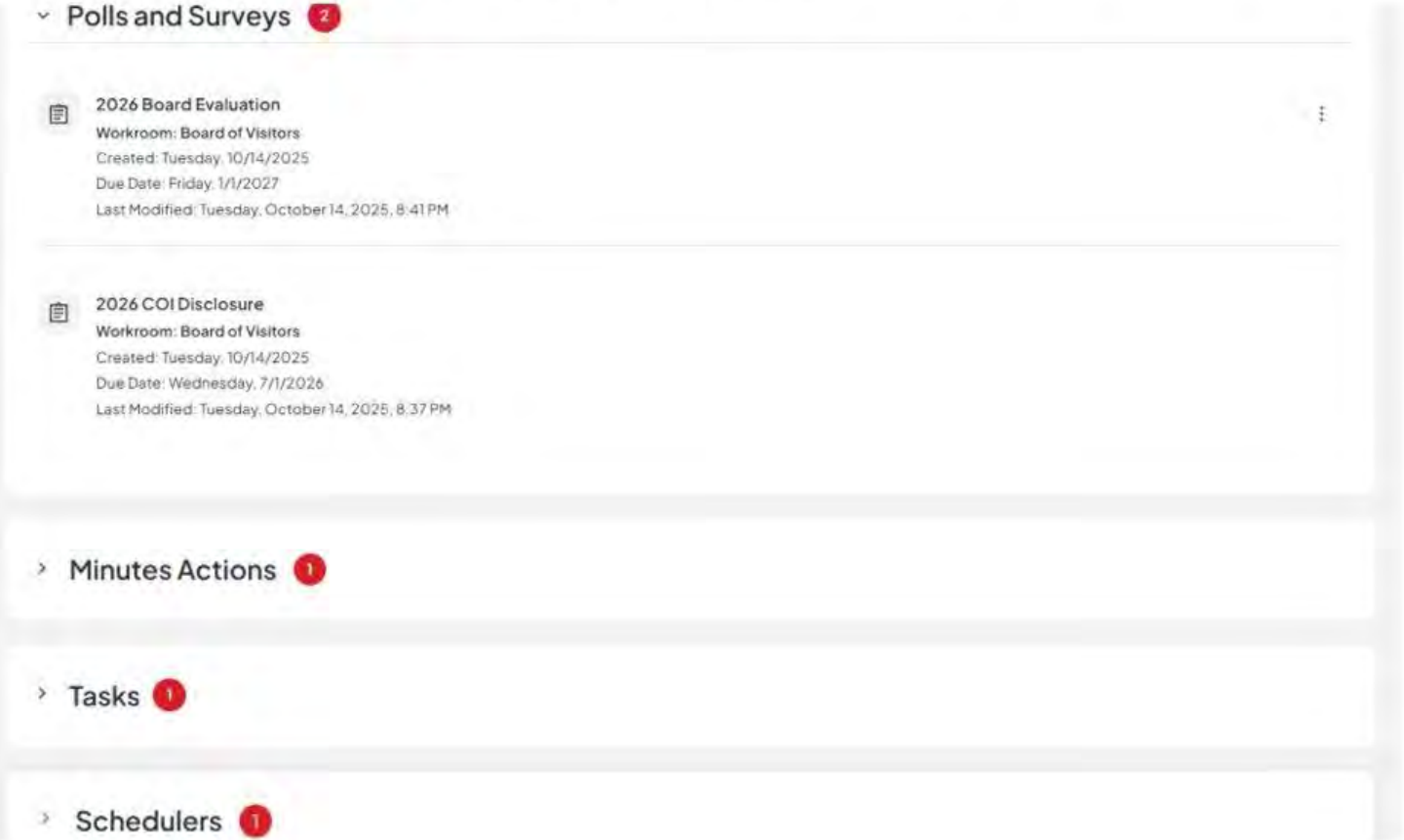
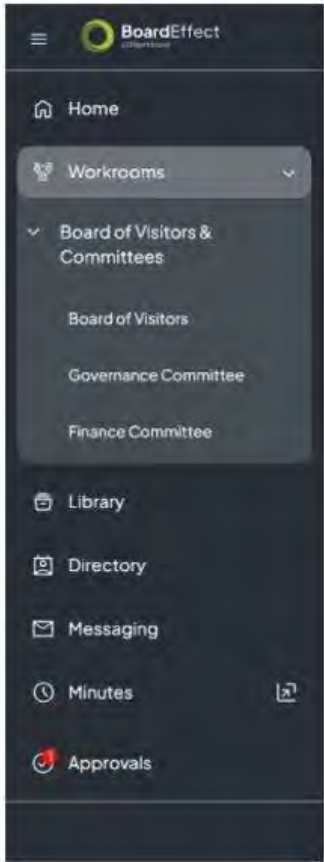
The screenshot displays the BoardEffect Home page for Board Member 2. The left sidebar contains navigation links: Home, Workrooms (highlighted with a red arrow), Board of Visitors & Committees, Board of Visitors, Governance Committee, Finance Committee, Library, Directory, Messaging, Minutes, and Approvals. The main content area features a 'Events' section with two upcoming meetings:

- Governance Committee Meeting Q4**  
Dec 31  
Workroom: Governance Committee  
Wednesday, December 31, 2025  
9:00 AM - 11:00 AM (EST)  
Committee Meetings  
Buttons: Join meeting, Virtually, Open book, GovernAI, Export
- Board Meeting Q4**  
Jan 09  
Workroom: Board of Visitors  
Friday, January 9, 2026  
4:00 PM - 6:00 PM (EST)  
Board Meetings  
Buttons: Join meeting, RSVP, Attachments (3), Export

Below the events section is a 'Polls and Surveys' section with a count of 2.

# End-User Experience (Home Page – Collaboration Tools)

Collaboration requests (Questionnaires, Tasks, Schedulers, etc..) only appear when assigned to members for responses. These will disappear from the homepage once they are completed.

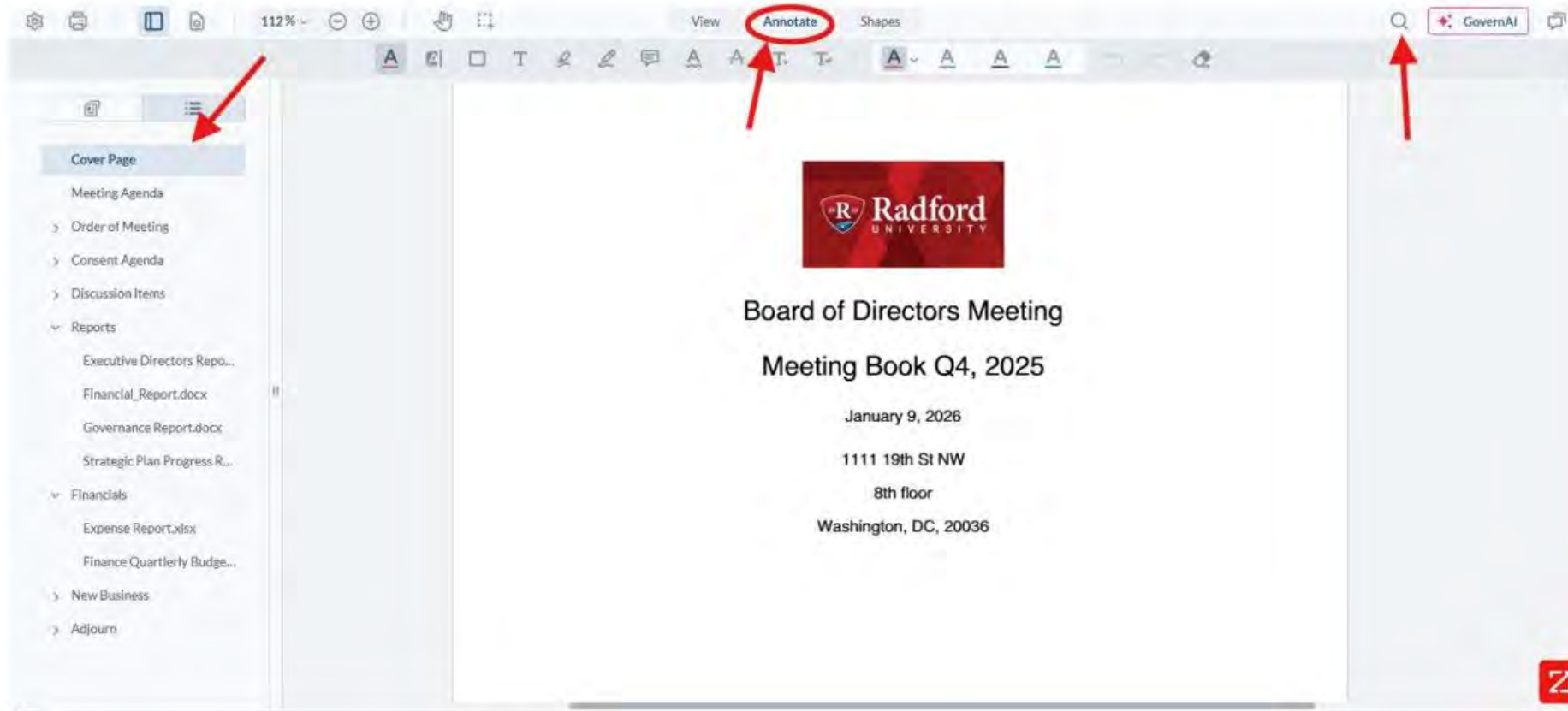




## End-User Experience (Meeting Books)

Members can access the meeting books/packets relevant to them directly from the event card in their homepage!

Includes: Interactive Agenda, Shareable Annotations (Private by Default), Search Function, AI Summaries, etc..



## End-User Experience (Polls & Surveys)

Members can easily respond to annual or ad-hoc polls & surveys/questionnaires when they are assigned.

Results can be made anonymous, confidential, for admin-view only, or can be shared with members as needed.

**Board of Visitors**  
Board of Visitors & Committees / Board of Visitors / Collaborate / 2026 COI Disclosure

### 2026 COI Disclosure

Last Modified: Tuesday, October 14, 2025, 8:37 PM

Please use this form.

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**Conflict of Interest Disclosures**  
Note: A potential or actual conflict of interest exists when commitments and obligations are likely to be compromised by the nominator(s)' other material interests, or relationships (especially economic), particularly if those interests or commitments are not disclosed. This Conflict of Interest Form should indicate whether the nominator(s) has an economic interest in, or acts as an officer or a director of, any outside entity whose financial interests would reasonably appear to be affected by the addition of the nominated condition to the board. The nominator(s) should also disclose any personal, business, or volunteer affiliations that may give rise to a real or apparent conflict of interest. Relevant: Federally and organizationally established regulations and guidelines in financial conflicts must be abided by. Individuals with a conflict of interest should refrain from engaging in board actions on related matters.

---

1. \* Please describe below any relationships, transactions, positions you hold (volunteer or otherwise), or circumstances that you believe could contribute to a conflict of interest:

I have no conflict of interest to report.

I have the following conflict of interest to report (please specify other nonprofit and for-profit boards you (and your spouse) sit on, any for-profit businesses for which you or an immediate family member are an officer or director, or a majority shareholder, and the name of your employer and any businesses you or a family member own).

Leave Comment

Signature is required \*

**Board of Visitors**  
Board of Visitors & Committees / Board of Visitors / Collaborate / 2026 Board Evaluation

### 2026 Board Evaluation

Last Modified: Tuesday, October 14, 2025, 8:41 PM

This annual assessment helps us measure our progress towards meeting our roles and responsibilities.

---

**Individual Assessment of Board Member Performance**  
This form is designed to allow each board member to candidly and honestly evaluate her/his own performance as a board member in the previous year.

---

1. \* How do you assess your contribution to this board of directors? (You might want to include such things as: attendance at board meetings, participation in discussions, efforts to raise/frame important questions for board consideration, or other metrics.)

2. \* Do you feel that your financial contributions to the organization are at a level which is "personally significant" for you? Why or why not?

---

7. \* We are cultivating a pipeline of diverse board candidates:

Leave Comment

---

**Board Information**  
Rank answers from 1 = Needs significant improvement; 2 = Needs improvement; 3 = Consistently good; and 4 = Outstanding, one of the best in this area.

Please provide written comments in explanation of any 1 or 2 rankings. In addition, feel free to include written comments throughout or in the space provided at the end of the questionnaire. In particular, please address the open-ended comment questions at the end and add whatever other comments you feel could help improve Board process.

---

8. \* Are you receiving clear and concise background information prior to Board meetings that helps you to understand and evaluate Board Agenda items?

1  
2  
3  
4

Leave Comment

---

9. \* Are you receiving information concerning Board agenda items in a timely fashion?

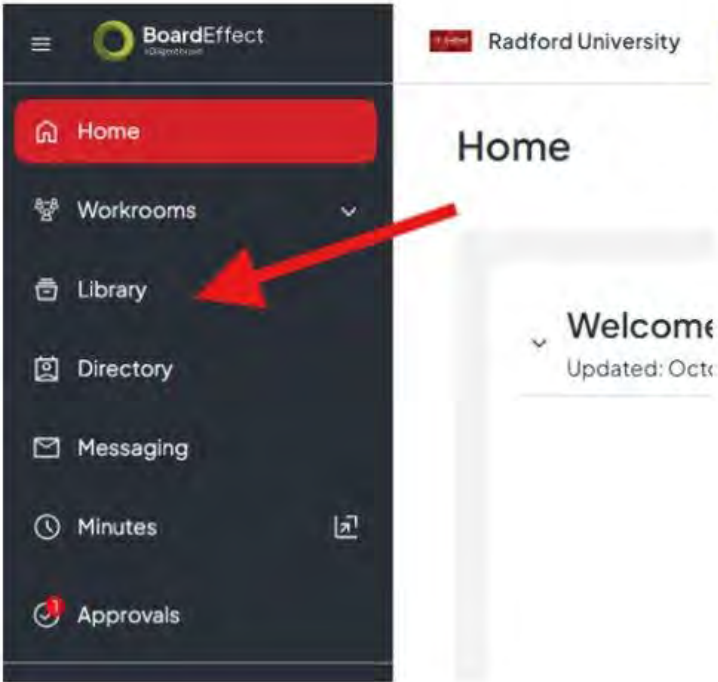
1  
2  
3  
4

Leave Comment



End-User Experience (Resource Library & Workroom Libraries)

Easily access files relevant to the entire organization or specific to the boards & committees you are a part of.



Library

Resource Library

Libraries

Board of Visitors & Committees

Board of Visitors

Governance Committee

Finance Committee

Your Private Folder

Board of Visitors & Committees

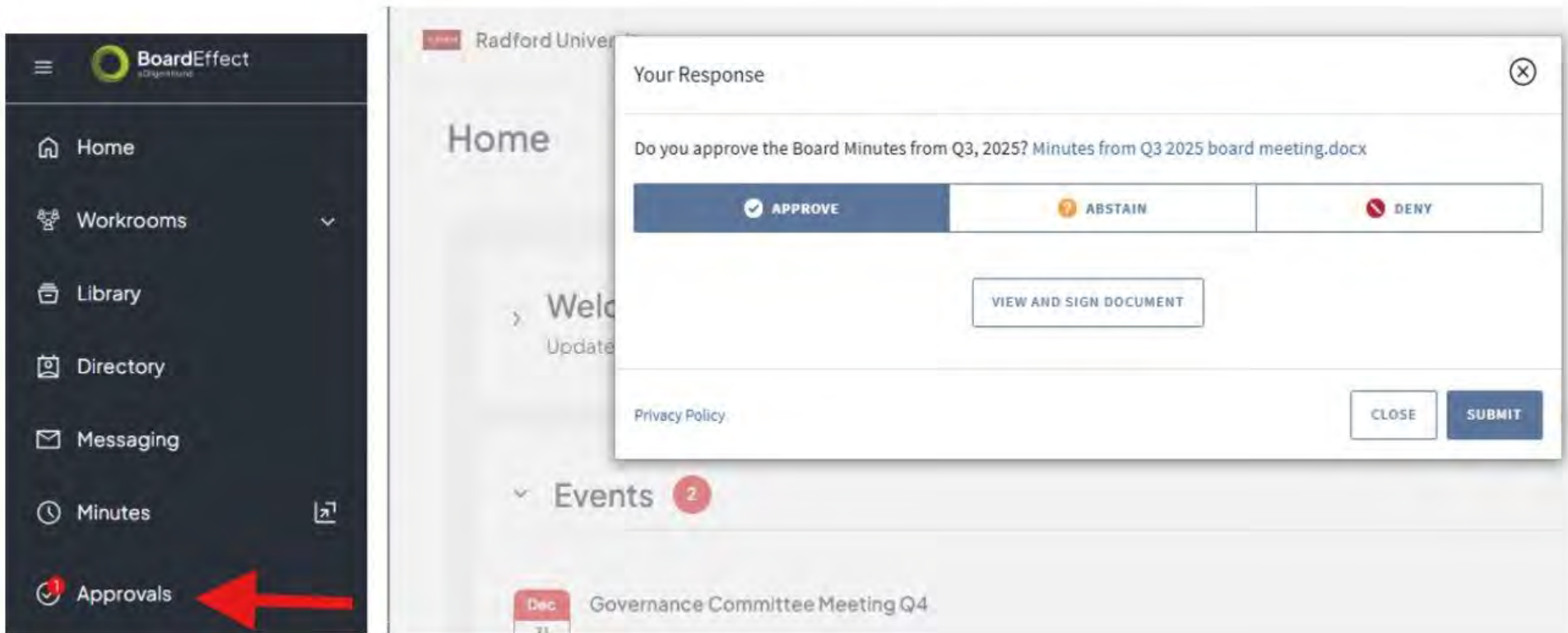
Board of Visitors

Search Files/Folders

Name	Type	Date Modified	Added By
Meeting Books	Books	Oct 22, 2025 04:46 PM	David Spitz
Handbooks	Books		
Archives	Books	Oct 14, 2025 07:45 PM	David Spitz
Board Meeting Minutes	Folder	10/14/2025 8:44PM	
CEO/President's Reports	Folder	5/10/2024 4:49PM	David Spitz
Evaluations	Folder	2/25/2025 8:24PM	
Events & Attendance	Folder	5/15/2024 3:42PM	David Spitz
Financial Reports	Folder	4/10/2024 9:25PM	David Spitz
Membership Reports	Folder	5/24/2024 4:24PM	David Spitz
Policies	Folder	4/10/2024 9:26PM	David Spitz
Strategic Plan	Folder	4/10/2024 9:21PM	

## End-User Experience (Digital Signatures)

Administrators can submit files for signature & approval. Signature Report & Metadata Report will be available for Administrator.



**RADFORD UNIVERSITY ACADEMIC EXCELLENCE AND STUDENT SUCCESS  
COMMITTEE**

December 4, 2025

**RESOLUTION FOR DISCONTINUANCE OF THE BACHELOR OF SCIENCE (B.S.) IN  
BIOMEDICAL SCIENCES**

**WHEREAS**, Radford University acquired the Bachelor of Science (B.S.) in Biomedical Sciences program in the merger with Jefferson College of Health Sciences in 2019 and it has been offered by our Department of Biology; and

**WHEREAS**, the Department of Biology also has a Bachelor of Science (B.S.) in Biology with substantive curricular overlap with the B.S. in Biomedical Sciences; and

**WHEREAS**, advising students between these two related majors has proven difficult; and

**WHEREAS**, the faculty have developed a concentration within the Bachelor of Science (B.S.) in Biology which maintains the curriculum from the Bachelor of Science (B.S.) in Biomedical Sciences and is more flexible for students; and

**WHEREAS**, this closure is in alignment with the Curriculum Lifecycle at Radford University;

**NOW, THEREFORE, BE IT RESOLVED**, a decision has been made to discontinue the Bachelor of Science (B.S.) in Biomedical Sciences and remove it from the Radford University degree inventory;

**BE IT FURTHER RESOLVED**, that the President and/or his designee(s) are hereby authorized to submit any and all documentation that may be required to receive approval of the discontinuance of the program to the State Council of Higher Education of Virginia.



**DRAFT RADFORD UNIVERSITY ACADEMIC EXCELLENCE AND STUDENT SUCCESS  
COMMITTEE**

December 4, 2025

**RESOLUTION TO CREATE A NEW BACHELOR OF SCIENCE (B.S.) IN GEOSPATIAL  
AND EARTH SCIENCES DEGREE PROGRAM**

WHEREAS, Faculty Senate approved the merger of the Bachelor of Arts (B.A.)/Bachelor of Science (B.S.) in Geology and the Bachelor of Arts (B.A.) / Bachelor of Science (B.S.) in Geospatial Sciences into a new Bachelor of Science in Geospatial and Earth Sciences degree program; and

WHEREAS, in 2024, the Department of Geology and the Department of Geospatial Science merged into the Department of Geospatial and Earth Sciences. This combined department currently offers two degree programs, the Bachelor of Arts (B.A.)/ Bachelor of Science (B.S.) in Geology and the B.S. and B.A. in Geospatial Science, which share several common courses; and

WHEREAS, the State Council of Higher Education for Virginia (SCHEV) has implemented a new Program Productivity Policy, placing additional viability requirements on academic programs and rendering the Geospatial Sciences degree program at risk of mandatory closure; and

WHEREAS, the faculty have developed a comprehensive yet streamlined Bachelor of Science (B.S.) degree program in Geospatial and Earth Sciences that integrates Geology and Geospatial Science curricula and provides students with essential skills for careers in related fields; and

WHEREAS, jobs in the field of GEO are expected to grow in Virginia at a rapid rate and there are 10 jobs in Virginia in related occupations for every graduate from a related degree program in Virginia; and

WHEREAS, the new degree program is projected to have a minimal effect on the budget;

NOW, THEREFORE, BE IT RESOLVED, that the Academic Excellence and Student Success Committee recommends that the Board of Visitors approve the creation of the new Bachelor of Science in Geospatial and Earth Sciences degree;

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

**RADFORD UNIVERSITY ACADEMIC EXCELLENCE AND STUDENT SUCCESS  
COMMITTEE**

December 4, 2025

**RESOLUTION FOR DISCONTINUANCE OF THE BACHELOR OF ARTS  
(B.A.)/BACHELOR OF SCIENCE (B.S.) IN GEOLOGY**

**WHEREAS**, the Department of Geospatial and Earth Sciences in the Artis College of Science and Technology at Radford University proposes to discontinue the Bachelor of Arts (B.A.)/Bachelor of Science (B.S.) in Geology; and

**WHEREAS**, in 2024, the Department of Geology and the Department of Geospatial Sciences merged into the Department of Geospatial and Earth Sciences. This combined department currently offers two degree programs - the Bachelor of Arts (B.A.)/ Bachelor of Science (B.S.) in Geology and the Bachelor of Arts (B.A.)/ Bachelor of Science (B.S.) in Geospatial Science - which share several common courses; and

**WHEREAS**, the State Council of Higher Education for Virginia (SCHEV) has implemented a new Program Productivity Policy, placing additional viability requirements on academic programs and rendering the Geology degree program at risk of mandatory closure; and

**WHEREAS**, the faculty have developed a comprehensive yet streamlined Bachelor of Science (B.S.) degree program in Geospatial and Earth Sciences that integrates Geology and Geospatial Science curricula and provides students with essential skills for careers in related fields; and

**WHEREAS**, this new program is projected to maintain sufficient enrollment to remain in compliance with SCHEV's new Program Productivity Policy;

**NOW, THEREFORE, BE IT RESOLVED**, a decision has been made to discontinue the Bachelor of Arts (B.A.)/Bachelor of Science (B.S.) in Geology and remove it from the Radford University degree inventory;

**BE IT FURTHER RESOLVED**, that the President and/or his designee(s) are hereby authorized to submit any and all documentation that may be required to receive approval of the discontinuance of the program to the State Council of Higher Education of Virginia.

**RADFORD UNIVERSITY ACADEMIC EXCELLENCE AND STUDENT SUCCESS  
COMMITTEE**

December 4, 2025

**RESOLUTION FOR DISCONTINUANCE OF THE BACHELOR OF ARTS  
(B.A.)/BACHELOR OF SCIENCE (B.S.) IN GEOSPATIAL SCIENCES**

**WHEREAS**, the Department of Geospatial and Earth Sciences in the Artis College of Science and Technology at Radford University proposes to discontinue the Bachelor of Arts (B.A.)/Bachelor of Science (B.S.) in Geospatial Sciences; and

**WHEREAS**, in 2024, the Department of Geology and the Department of Geospatial Sciences merged into the Department of Geospatial and Earth Sciences. This combined department currently offers two degree programs - the Bachelor of Arts (B.A.)/ Bachelor of Science (B.S.) in Geology and the Bachelor of Arts (B.A.)/ Bachelor of Science (B.S.) in Geospatial Science - which share several common courses; and

**WHEREAS**, the State Council of Higher Education for Virginia (SCHEV) has implemented a new Program Productivity Policy, placing additional viability requirements on academic programs and rendering the Geospatial Sciences degree program at risk of mandatory closure; and

**WHEREAS**, the faculty have developed a comprehensive yet streamlined Bachelor of Science (B.S.) degree program in Geospatial and Earth Sciences that integrates Geology and Geospatial Sciences curricula and provides students with essential skills for careers in related fields; and

**WHEREAS**, this new program is projected to maintain sufficient enrollment to remain in compliance with SCHEV's new Program Productivity Policy;

**NOW, THEREFORE, BE IT RESOLVED**, a decision has been made to discontinue the Bachelor of Arts (B.A.)/Bachelor of Science (B.S.) in Geospatial Sciences and remove it from the Radford University degree inventory;

**BE IT FURTHER RESOLVED**, that the President and/or his designee(s) are hereby authorized to submit any and all documentation that may be required to receive approval of the discontinuance of the program to the State Council of Higher Education of Virginia.



## **Radford University Board of Visitors**

Resolution  
December 5, 2025

**WHEREAS**, Governor Youngkin has released Executive Order 48, Combatting Antisemitism and Anti-religious Bigotry in Virginia Public Schools and Institutions of Higher Education, with the stated intention to “reaffirm the Commonwealth’s commitment to safe educational environments free from discrimination and continue to act against antisemitism and anti-religious bigotry in Virginia’s public schools and institutions of higher education;” and

**WHEREAS**, Executive Order 48 directed the State Council of Higher Education for Virginia to publish a model resolution for institutions of higher education to adopt, and specified four provisions to be included in the model resolution;

**WHEREAS**, Radford University is committed to promoting and fostering an environment free of antisemitism and anti-religious bigotry;

**BE IT RESOLVED**, that the Radford University Board of Visitors adopts the following provisions and directs the president of Radford University to incorporate each provision in relevant and applicable policies of Radford University:

- i. (a) In accord with Chapter 471 of the 2023 Acts of Assembly, Radford University adopts the Working Definition of Antisemitism as adopted by the International Holocaust Remembrance Alliance on May 26, 2016, including the contemporary examples of antisemitism set forth therein. This states that antisemitism is a certain perception of Jews, which may be expressed as hatred toward Jews. Rhetorical and physical manifestations of antisemitism are directed toward Jewish or non-Jewish individuals and/or their property, toward Jewish community institutions and religious facilities.  
  
(b) The definition of antisemitism referenced in (a) above shall be incorporated into all student codes of conduct of Radford University;
- ii. Radford University shall treat harassment and discrimination that is motivated by or includes antisemitic intent, or bigotry against any religion, by any individual or as a result of school policies or programs on the school campus in the same manner as any other form of discrimination prohibited by state or federal law;
- iii. Radford University shall include in all codes of conduct prohibited conduct as it specifically relates to antisemitism and anti-religious bigotry, which shall include, but not be limited to:

1. harassment and discrimination against Jewish individuals in violation of Title VI of the Civil Rights Act of 1964, Pub. L. No. 88-352;
  2. antidiscrimination regulations provided by the United States Department of Education and the United States Department of Justice; and
  3. relevant state-level anti-discrimination laws.
- iv. In no case shall provisions i.-iii. above be implemented in any way that diminishes or infringes upon any right protected under the United States Constitution, including but not limited to the First Amendment to the Constitution, or under the Constitution of Virginia.

**FINALLY, BE IT RESOLVED** that the president shall submit a copy of this resolution to the Secretary of Education and the Executive Director of the State Council of Higher Education for Virginia no later than December 31, 2025.



## Executive Committee

The following are proposed Board of Visitors meeting dates for 2027

- March 18-19, 2027
- June 3-4, 2027
- July 18-20, 2027 (retreat)
- September 16-27, 2027
- December 2-3, 2027



# Student Representative Report

**Dominika Butler**

December 5, 2025



# Initiative Recap

- Student Communication
- Promotion of Campus Resources
- Visiting RUC Campus

# Student Communication Survey Data



- How do you receive your information related to Radford University?



# Promotion of Campus Resources

- D2L Resource Shell
- SAVES Safety while Going Out
- RUPD Engagement Event

# Visit to RUC Campus

- Met with RUC students in the Highlander House
- Students shared feedback and completed surveys
- Recruitment for SGA



# Plans for Spring 2026 Semester

- Advocacy Day
- Continuing goals from the Fall 2025 semester





# Discussion

# Appendix



Radford  
UNIVERSITY

## **Introduction**

Thank you, Vice Rector Gilbert.

And good morning to all our board members. I sincerely appreciate your dedication to guiding our university during this important time in our history. I would like to extend a special welcome to our two new board members: Mary Anne Holbrook and Anthony Moore.

I would also like to thank Macy Johnson for her wonderful remarks earlier. Macy, whether you're scoring birdies out on the course, acing tests in the classroom or representing Radford as the Big South Women's Golf Scholar-Athlete of the Year, you are making us proud. Thank you for inspiring all of us to be our very best.

I always look forward to our September meeting with the Board of Visitors because it gives all of you a chance to be on our campus at a particularly exciting time of year. New students are experiencing for the first time what it truly feels like to be a Highlander ... and returning students are reuniting with friends they missed over the summer.

This fall is an especially exciting one to me, as we prepare to wrap up our two-year strategic plan at the end of the year ... and embark on the next chapter in our university's history with the new six-year plan. (I'll share more thoughts on these milestones in just a moment.)

It's also that time of year when the seasons begin to turn and our campus springs to life with the colors of fall foliage. When I think back on the tropical storm we survived last fall and recall the image of the New River rising beyond its banks ... I am so grateful for the selflessness and grit our university community displayed to take care of each other and our campus during that ordeal.

Three weeks ago, we had wonderful convocation ceremonies with employees and students, highlighted by a return visit from Eugene Naughton, president of Dollywood Park and Resorts. Eugene is a graduate of the class of 1989, and I was struck again by how much his leadership style, organizational philosophy and core values are so closely aligned with those of Radford. It was truly a pleasure to have him back on campus.

Our employees also enjoyed — once again — the exhilarating experience of lining the sidewalk and cheering on students as they entered Preston Hall for their convocation in Bondurant Auditorium. Many of us gathered later that day on Moffett Lawn for the great tradition of the drone photograph of new students and their families—this year forming the



Radford shield and “R”. We came away from those experiences fortified for the important work that lies ahead.

### **Celebrating Recent Successes**

I would like to take a few minutes now to celebrate some of our recent accomplishments before sharing some thoughts on our strategic planning efforts. I hope you will be as inspired as I am by many of the contributions that helped us get to where we are today.

### Enrollment

As Dr. Dannette Gomez Beane shared in her report yesterday, our September 8<sup>th</sup> Census numbers showed continued steady growth. Our total enrollment this fall has increased by about 130 students—or 1.5%—over our Census Day enrollment last September. This includes 200 more in-person undergraduates on our main campus this fall. These figures put us nearly 400 students ahead of where we were in Fall 2023—which is an increase of about 5%.

Some other interesting statistics about our fall enrollment include:

- The fact that new student FAFSA filers increased year-over-year by 6% points, up to 67%;
- Montgomery County, Virginia new freshmen enrollment increased by 37% year over year; and
- State of Maryland new freshmen enrollment increased by 90% year over year.

### Retention

Our September 8<sup>th</sup> Census numbers show that our undergraduate retention for the fall remains steady. Of note, our first-time in college students were retained at about 75%, which is higher than in most previous years and consistent with last year. This stability is a testament to the great work of the Student Success Council, Student Affairs, our faculty and a whole host of campus partners.

### Radford Tuition Promise

After we launched the Radford Tuition Promise in October 2023, it proved to be a gamechanger in our marketing and recruiting efforts—attracting a lot of new students to find

their way to Radford last fall. And it continues to be one of the top reasons that prospective students are choosing Radford. This fall, just over 2,000 students will receive the Radford Tuition Promise, which is about 26% of our overall enrollment.

### Tartan Transfer

Last fall, we established the Tartan Transfer program. This initiative is designed to streamline the transfer process for students from eight Virginia Community College System schools. And I'm excited to welcome the first cohort of this program this fall.

Ruby Dowd from New River Community College was the first Tartan Transfer student to officially join Radford University. When she was on our Radford campus recently to pick up her student ID card, she had a chance to meet one of our Tartan Tails therapy dogs and attend the Radford Community Fest. Like all our Tartan Transfer enrollees, Ruby will enjoy several wonderful benefits, including maximized transfer credits, personalized advising, early integration into campus activities, and potentially a tuition-free education.

Ruby said of the experience so far, and I quote, "It is such a relief to me to have the support provided by this program and all the wonderful faculty and staff working to make my transfer as smooth as possible. Because of the Tartan Transfer program, Radford already feels like home."

On October 23, we are holding a summit and inviting members of all 8 partner institutions to join us to grow the depth and effectiveness of this program.

### Educating Character Initiative Grant

Earlier this summer, we received a \$600,000 Educating Character Initiative grant. This grant provides three years of funding to help us deepen what we already believe and practice at Radford: empowering students to write their own stories, to construct lives of purpose and meaning ... and ultimately to ultimately to grow into purposeful, engaged community members.

With this support, we will launch the Highlander Center for Character and Public Impact. Through the new center and its programming, we will offer professional development that facilitates an exploration of traits such as empathy, hope, and courage in classrooms and conversations across academic disciplines.

### The Career Value of Higher Education

As referenced yesterday by Provost Usher, the Richmond Fed released their report based on 2023 data for the career impact of Higher Education in Virginia. Not only is annual salary significantly higher for Bachelor's degree holders- over 81% higher per year, but the unemployment rate of Bachelor's degree holders is also 58% lower than high school graduates. These impacts need to be compounded, so a typical graduate is much more likely to be employed AND gets paid at a much higher level. We frequently hear soundbites in the national media that question the value of higher education; there is no question in Virginia—higher education is a primary pathway to a financially successful career.

### **Commitment to Local Communities in SWVA**

The university has continued to strengthen our commitment to the economic development, business climate and quality of life throughout communities in Southwest Virginia.

### Radford Community Fest

The second Radford Community Fest was held on Saturday, August 23. Once again, the City of Radford and Radford University partnered to bring about an incredible day of live music, fun and economic development open to all students, their families, University employees, city residents and the public. Highlights from this year included:

- 7 food trucks, up from 4 in 2024,
- 113 vendors, up from 70 in 2024, and
- Increased attendance, though we won't get final numbers for another week or two.

The event also featured 7 hours of live music and an incredible Kids' Zone hosted by our Fraternity and Sorority Life students—with three inflatables, sand art and face painting.

In addition, our employees who staffed the Radford University booth were amazed by the number of families who attended the event this year with their first-year students. We know that with our Gen Z students, increasing engagement with their parents can result in greater persistence and retention among the students. These are families who stayed over Friday night following Move-In Day to check out the festivities—booking hotel room nights in the area,



dining at local restaurants and shopping at local stores. It was a big win-win for the city and the university!

Save the date for next year, as we'll be hosting the 3rd annual Radford Community Fest on Saturday, August 22, 2026!

#### New River Valley Governor's School

The Virginia Board of Education unanimously approved the creation of the New River Valley Governor's School for the Arts and Humanities, marking the first new Governor's School approved in the commonwealth since 2009. Housed on Radford University's main campus, the innovative academic-year, half-day program will serve gifted and advanced high school students across Southwest Virginia.

The new school will serve students in Giles County, Montgomery County, Floyd County, Pulaski County and Radford City Public Schools—offering them access to high-level coursework, creative problem-solving and immersive, interdisciplinary experiences in the arts and humanities. They will have the ability to earn up to 30 university credits, potentially achieving sophomore status upon entering Radford University or other Virginia colleges and universities. Companies often look to the public education system in the area as a key factor in establishing themselves there; this will assist in elevating the quality and choice of programming available and upping our appeal to employers.

#### President's Appointment to Board of Center for Rural Virginia

This summer, I was honored to be appointed by Speaker Scott to serve on the Board of Trustees for the Senator Frank M. Ruff, Jr. Center for Rural Virginia. This is a nonpartisan organization that operates in partnership with the Council for Rural Virginia under the umbrella of the Virginia Rural Center. I'm looking forward to serving in this role as the center works to advance priorities including economic development, workforce and infrastructure investment, access to education and healthcare, and entrepreneurial opportunities in such areas as sustainable tourism and recreation.

#### **Athletics**

Athletics will play a key role in the university's vision of the future. Our 16 varsity programs greatly enrich the Radford experience for our more than 300 scholar-athletes—and they are a source of pride for students, employees, fans across the commonwealth and beyond, and numerous alumni who either played sports or attended events as an important part of their time at Radford.

By working closely with Robert Lineburg and his staff in Athletics, Penny White and her team in Advancement and Alumni Relations, along with other campus partners, Radford intends to cultivate a thriving athletics program through several activities. These include:

- Enhancing the student-athlete journey by developing future leaders through a culture that promotes excellence, integrity, community engagement, and inclusivity,
- Modernizing facilities such as the Dedmon Center, and
- Creating fan experiences that energize campus life, strengthen alumni and donor connections, and propel Highlander spirit to new heights.

### **Legislative Work this Summer**

Turning to government relations, Lisa Ghidotti and I have spent much of the latter part of summer visiting with General Assembly members across the commonwealth. These off-season regional visits are one of the most important initiatives contributing to the success of the University's General Assembly priorities. During our meetings, I shared university updates and had a preliminary conversation about our state priorities for the upcoming legislative session. I also learned more about higher education and workforce development needs in each legislator's district.

In your materials for today's board meeting, you received copies of two handouts: one relating to the university's state priorities for the 2026 session and one offering a more comprehensive look at Radford's Roanoke operations as well as an update on the Roanoke Health Sciences Academic Building project.

As you are aware, Radford University's vision for the Roanoke health sciences campus is to build on our current academic strengths—expanding healthcare and nursing programs and embracing interprofessional learning that is active, collaborative and innovative. We took two big steps toward this vision earlier this year when the legislature allocated \$7.5 million to begin

Detailed Planning for this campus and approved the university to engage architectural and engineering services for this phase of development.

I will continue to meet with General Assembly members throughout the fall to advocate for our state priorities as we head into the 2026 General Assembly session. In addition, we look forward to hosting government officials on campus throughout the year. Notably for this fall, we are honored to host the Senate of Virginia on campus in late November for the Senate Finance and Appropriations Committee Annual Meeting.

The Council of Presidents continues to meet quarterly with Governor Youngkin to discuss higher education priorities and other matters of mutual interest. We look forward to working with the new governor when she (whoever that she is) begins her term in January and positioning Radford University for success with the incoming gubernatorial administration.

### **Updates on Two-Year Strategic Plan and New Strategic Plan**

I'm extremely happy with the progress we've made achieving the goals of our two-year strategic plan, which will wrap up at the end of this year. Among our many accomplishments, I'd like to highlight a few.

We see solid evidence of increased engagement from prospective students and applicants on the front end—along with greater involvement and investment from alumni who have graduated and gone out into the world.

From last July to this July, our Admissions Office hosted more than 4,500 visitors on our campuses, as prospective students and their family members joined us for campus tours, Open Houses and Highlander Days. This exceeded our goal by 80%. Getting prospects to experience our campuses up close and personal continues to be one of the best ways to drive applications and enrollment.

Our commitment to improve access to a Radford education also continues to pay dividends. Sixty-five percent of new freshmen enrolled this fall were admitted through our Direct Admission program, which recognizes and rewards talented applicants with a clear, convenient and streamlined path to admission. This total exceeded our goal by 116%.

In addition to increasing the amount of money raised through alumni giving last fiscal year, alumni engagement grew in several key measures, including:

- A 25% jump in web traffic and social media engagement and



- A 10% increase in unique alumni volunteers.

Meanwhile, by launching several new spaces and service offerings this spring at The Hub, we've taken strides to boost regional economic development and cooperation.

- Our new Certification Center is an authorized Pearson VUE testing center that provides a range of industry-recognized certification and licensure exams to help individuals and professionals advance their careers.
- In addition, CoWorks@The Hub offers convenient amenities, private offices and group spaces where students, professionals, entrepreneurs and businesses come together to collaborate on projects and make valuable connections.

I'm also pleased with the strides we've taken in developing the university's new strategic plan, which will launch in January and chart a course for Radford for the next six years.

Our co-chairs for the strategic planning committee, Dr. Angela Joyner and Dr. Sharon Roger Hepburn, are going to share a more detailed update on the work of the strategic planning committee in just a moment, but I'd like to acknowledge a couple of milestones I'm particularly proud of.

The first is the collaborative and inclusive nature of the effort. We've held several rounds of town hall sessions and a survey for employees and students, as well as local community members. These activities allowed people to generate ideas about things we should be focused on, as well as offer feedback on drafts of the plan as we've been developing it. I am grateful to all of the Highlanders and community members who have participated in this effort.

I'm also happy that Culture of Care has emerged not only as one of our new core values but as a connective thread running throughout the plan. Reciprocity is at the heart of this concept: *to take care of others **and** to be taken care of by others*. When we do this in every communication and every interaction, we build strong relationships based on trust and respect ... and working together we can overcome any barrier we encounter.

## Closing

So, as you can see, our university is building on some great momentum as we begin the fall semester.

Our employees feel a strong sense of pride for how hard we have worked and how far we've come. But this is tempered by the realization that we're on a journey together, and our work is not done.

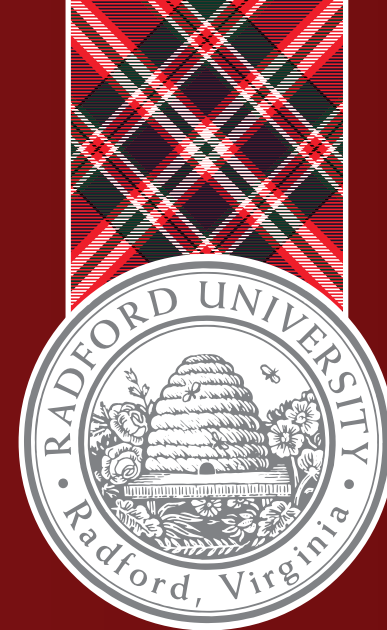
We are committed to creating an environment where all Highlanders feel a deep sense of belonging ... of being part of a community that cares for each other's success, dignity and well-being.

And we feel a profound sense of humility, knowing that the commonwealth trusts us to fulfill the noble mission of serving others through education. To achieve that mission, we depend upon the work of each and every employee—as well as the leadership of our board, the engagement of our alumni, the generosity of our donors, the collaboration of our partners and the support of the legislature.

Thank you for everything you do to advance our mission.

# Two-Year Strategic Plan

## 2024-25 | *Final Report*







This summary includes only tactics falling under the Distinction strategic focus area (Tactics 1-4) across all Vice Presidential areas. Status of each tactic was evaluated using the following criteria:  
**Exceeded** (effort is complete and results exceeded target) | **Met** (effort is complete and results met target) | **Partially met** (effort is complete, results did not fully achieve target)  
**On track** (effort is ongoing, incremental results are positive but incomplete) | **In progress** (circumstances changed, effort is ongoing, results have not been measured)

**Distinction:** *1.0 Revise brand*

Tactic	Unit Responsible	Metrics	Baseline (2022-23)	Target	Results
1.1 Revise Radford University's brand to increase brand equity	Enrollment Management and Strategic Communications	Brand recognition surveys	Current brand recognition among potential students, K-12 employees and regional businesses	Statistically significant increases of perception study indicators of brand awareness	<b>Exceeded</b> Brand recognition survey results (February 2025) show statistically significant improvements on range of measures. Most significant: 16% jump in prospects' rating of Radford's reputation as Excellent or Good
1.2 Release updated website	Enrollment Management and Strategic Communications	Website analytics	Current website use analytics and accessibility limitations	Increase general traffic to site from campaign sources (EAB, AP, VisionPoint, SEO, etc.) by 10%	<b>No. of unique visitors: Partially Met</b> 12% less traffic during redesign transition. <b>Quality of visits: Met</b> 30% increase in webpage views per user, 40% increase in average engagement time, 152% increase in user actions (videos, RFIs, Apply/Visit buttons)

## Distinction: 2.0 Improve academic programming

Tactic	Unit Responsible	Metrics	Baseline (2022-23)	Target	Results
2.1 Define intentional catalog distinctive to Radford	Academic Affairs	Types of programs offered at Radford University compared to peers and documented in course catalog; distinctive program portfolio at all instructional sites	2022-23 framework defining distinctive catalog	Mission/framework fall 2023; 80% re-aligned programs by spring 2025	<b>Exceeded</b> 100% programs aligned; curriculum life-cycle committee formed
2.2 Revise REAL for major exploration/transfer	Academic Affairs	Understanding of REAL; increased student course enrollment breadth; reduced total credits	62% understand REAL curriculum	90% of 2024-25 FTIC/transfer understand REAL	<b>On track</b> Gen Ed revision in progress; plan developed
2.3 Increase number of undergraduates completing high-impact experiential learning	Academic Affairs	Institutional data from career services surveys and other experiential learning coordinating offices	72% seniors in research/internships	80% for 2026 grads	<b>Exceeded</b> Established baseline with undergraduates; updated methodology; 81% of 2024 graduating students completed at least 1 high-impact experiential learning activity
2.4 Undergraduate students in high-impact experiential learning demonstrate career readiness competencies	Academic Affairs	Creation of institutional instrument to measure faculty evaluation and student self-perception of NACE competencies. Pilot instrument with test groups by May 2024, refine and finalize by May 2025	Create NACE instrument; pilot by May 2024; instrument to measure paired supervisor-student perception; pilot data 2024, 2025	Create NACE instrument; pilot by May 2024; instrument to measure paired supervisor-student perception; pilot data 2024, 2025	<b>In progress</b> Implemented a third-party career readiness assessment tool, the Career Readiness Report, which, due to problems with the vendor, limited our ability to evaluate.  In collaboration with Career and Talent Development, the Highlander Career Readiness Assessment was developed and is being piloted in fall 2025.
2.5 Implement Civil Discourse Task Force recommendations	Academic Affairs	National Survey of Student Engagement (NSSE); institutional data	63% FTIC self-identify dialogue ability	75% 2024-25; 80% 2025-26	<b>In progress</b> Task force delivered recommendations fully implemented; permanent budget now supports work; efforts helped create conditions for winning Wake Forest "Educating Character" grant.  Metric not assessed because using different survey tools.

## Distinction: 3.0 Broaden and individualize student services around multidimensional well-being

Tactic	Unit Responsible	Metrics	Baseline (2022-23)	Target	Results
3.1 Expansion of outdoor programs	Student Affairs	Participant registrations for wellness walks, guided walks, Roanoke 5K, Highlander Float, etc.	40 outdoor programs engaging 519 participants	Increase participation by 15% per year across all outdoor programs	<b>Exceeded</b> 2023-24: 40 programs, 519 participants. 2024-25: 142 programs, 1,615 participants. 255% increase in programs. 211% increase in participants. On track as of Nov. 4, 2025: 56 events and 838 participants
3.2 Utilize Selu as a space for well-being engagement	Student Affairs	Attendance; focus group interviews	Well-being focused: 1 event; well-being inclusive: 10 events	5% increase per year after baseline; focus groups report increased feeling of well-being after events	<b>Exceeded</b> 2023-24: 35 events (8 focus, 27 inclusive). 2024-25: 47 events (16 focus, 31 inclusive). 34.3% increase. 100% felt less stress. 82% felt ready to face next challenge. 100% cited environment as factor of well-being. Fall 2025 (as of Nov. 11, 2025): 45 events (25 focus, 20 inclusive)
3.3 Provide space and programs for students to de-stress, reset and re-center	Student Affairs	Wellness program participation; unique visitors to wellness web pages; use of wellness spaces	1,524 unique users visited Health and Wellness website; 3 spaces created	10% increase in participation and website access per year; create at least 2 calming spaces per year; increase usage of spaces by 10% each year	<b>Website: In progress</b> 2024-25 1084 views and 854 unique users July - Oct. 3, 2025: 581 views with 449 unique users Website was rebranded which may have impacted use; it is important to note that engagement on the website is much greater. <b>Spaces: On track</b> 2 spaces created in 2024-25 and 2025-26: Usage is partial years depending on the space and is on track to achieve 10% increase in usage of space.



## Distinction: 4.0 *Highlight alumni success stories that demonstrate areas of distinction*

Tactic	Unit Responsible	Metrics	Baseline (2022-23)	Target	Results
4.1 Create a range of multi-media content to showcase alumni professional and personal journeys	University Advancement	Traffic to the Alumni website, Advancement websites, online magazine, E-newsletters and social media	FY23 total social media followers: 30,973	Increase participation by 15% per year across all outdoor programs	<b>Exceeded</b> FY25 total social media followers: 39,848 (25.1% increase)  The Wayfinder: the total number of clicks across the 7 e-newsletters we have sent so far (April-October) is 8,464. There are approximately 103,000 recipients; in August, our open rate was 19.97%.



This summary includes only tactics falling under the Economic Development strategic focus area (Tactics 5-6) from VP Angela Joyner. IMPACT credit bearing programs transitioning to Academic Affairs. Focus remaining portfolio under Continuing Education. Status of each tactic was evaluated using the following criteria: **Exceeded** (effort is complete and results exceeded target) | **Met** (effort is complete and results met target) | **Partially met** (effort is complete, results did not fully achieve target) | **On track** (effort is ongoing, incremental results are positive but incomplete) | **Off track** (strategic decision was made to move functions to another division) | **In progress** (circumstances changed, effort is ongoing, results have not been measured)

## Economic Development: *5.0 Grow non-traditional enrollment and associated revenue*

Tactic	Unit Responsible	Metrics	Baseline (2022-23)	Target	Results
5.1 Market programs, expand partnerships and program portfolio	Economic Development and Corporate Education	For CBE/CE programs, measure enrollment, revenue, completion rate, number of active partnerships and number of CBE/CE program launches	Enrollment: 414 Revenue: \$533.3K Completion: 66% Partnerships: 5 Launches: K-12 Cybersecurity	Enrollment: 472 Revenue: \$1.3M Completion: 70% Partnerships: 12 (new), 5+ enrollees each Launches: 2, 10+ enrollees each	<b>Off track</b> Enrollment: 210/312 = 67.31% Revenue: \$486K = 37.42% Completion: 61.39% Partnerships: 5 (new) Launches: Provisional to Professional (60)  Stopped recruitment July for transition
5.2 Develop strong grant pipeline and external funding sources for revenue generation	Economic Development and Corporate Education	CBE/CE grant/contract submissions and awards	Grant pipeline: \$14M submissions Awards: \$1M	Pipeline: \$5M+ Awards: \$2M	<b>Off track</b> Pipeline: \$250K Awarded: \$1.34M / 67% of goal \$135K CCI grant \$1.2M RPED grant (NCE)  Completing external RFPs and CCI grant commitments

## Economic Development: *6.0 Become essential conduit for regional economic development*

Tactic	Unit Responsible	Metrics	Baseline (2022-23)	Target	Results
6.1 Develop business model for The HUB at Radford	Economic Development and Corporate Education	Approved business model; approved plan for programming; approved priority for partnerships; Community Impact Report	Capacity does not exist	Approved business model, programming plan, partnership priorities, community impact report - all by June 2025	<b>Met</b> Business model approved for Hub, CoWorks, Certification Center and programming Economic impact study completed
6.2 Develop strong grant pipeline and external funding for economic development initiatives	Economic Development and Corporate Education	Economic development grant submissions and awards	Baseline: \$0	Grant awards: \$100K (totals for all partners, not just Radford University)	<b>Exceeded</b> Radford University first-ever GoVA grant: \$200K RBIA GoVA VITAL grant: \$4.9M Total: \$5.1M (5,100% of goal)
6.3 Establish work-based learning opportunities (WBLOs) with focus on paid internships (shared with Academic Affairs)	Economic Development and Corporate Education	Number of WBLOs, including paid internships; number of partnership agreements (MOUs) including WBLOs	Number of WBLOs generated, including paid internships (baseline established); baseline established with survey being transitioned; partnership agreements: 1	Metrics unreliable due to different tools/processes	<b>In progress</b> Applied for and received \$150K VTOP Capacity-Building Grant 796 Virginia paid internships in Handshake Expanding Highlander Works Grant (\$17.5K additional) Metrics being modified





This summary includes only tactics falling under the Stabilize Enrollment strategic focus area (Tactics 7-10) across Academic Affairs, Enrollment Management, Student Affairs and Finance and Administration. Status of each tactic was evaluated using the following criteria:  
**Exceeded** (effort is complete and results exceeded target) | **Met** (effort is complete and results met target) | **Partially met** (effort is complete, results did not fully achieve target)  
**On track** (effort is ongoing, incremental results are positive but incomplete) | **In progress** (circumstances changed, effort is ongoing, results have not been measured)

## Stabilize Enrollment: *7.0 Increase retention and progression rates*

Tactic	Unit Responsible	Metrics	Baseline (2022-23)	Target	Results
<i>7.1</i> Improve transfer pathways through VCCS	Academic Affairs, Enrollment Management and Strategic Communications	Number of pathways developed; number of students signing up for Tartan Transfer, annual number of transfer students from universities with agreements in place	No Transfer VA Guides 2022; 1,000 transfer students; self-service by fall 2025	75 pathways; 1,000 transfer students (50% w/ associate); self-service tool fall 2025	<b>Exceeded</b> 82 Guides posted; 16 in development with SCHEV; TESS available fall 2024
<i>7.2</i> RISE QEP improve grades/reduce gaps	Academic Affairs	Student grades in 100/200 level courses	100-level: 73% pass; 200-level: 79%	Prior fall 2026: 100-level 80%; 200-level 86%; 5% gap reduction	<b>On track</b> 100-level: 79% (6% improvement); 200-level: 82% (3% improvement)  Fall 2024-spring 2025: 80.2% success 100-level (exceeds 80% goal - 7% improvement); 200-level: 84.1% (5% improvement but short of 86% goal) <a href="#">Page 93 of 157</a>

## Stabilize Enrollment: 7.0 Increase retention and progression rates (continued)

Tactic	Unit Responsible	Metrics	Baseline (2022-23)	Target	Results
7.3 Coordinated retention/completion via Highlander Success Center	Academic Affairs	Retention and graduation rates for FTIC, transfer and graduate students	FTIC 2016 six-yr: 54%; FTIC retention 2021-22: 68.3%; master's 2013 3-year: 82%	FTIC 2023 six-yr: 60%; FTIC retention 2024-25: 76%; master's 2025 3-year: 90%	<b>On track</b> Prelim new fresh: 75.1%; transfer: 81.3%; master's 3-year: 81%; fall-spring overall: 94.2%; FTIC: 91.4% (up 4.6%)  FTIC retention (fall 2024-25): 74.6%; 6-year graduation rate: 49% (fall 2018 cohort)
7.4 Evaluate instructional needs/efficiently offer sections based on need (establish criteria and assess under/over-enrolled course sections, adjust mode/frequency/curricular alignment)	Academic Affairs	Number of under-enrolled or over-enrolled course sections	Fall 2023: 59% met target; 36% under; 5% over	Spring 2025: 80% meet target	<b>Partially met</b> 73% meet target; 18% under; 9% over
7.5 Complete process maps from the student end-user perspective	Student Affairs	Number of process maps completed; satisfaction rates (surveys of users)	9 process maps developed	By July 2025, minimum of 20 process maps with 80% satisfaction rate	<b>Maps: Met</b> 21 maps created  Ease of understanding/clarity: 80%; Ease of use and navigation: 78%; Efficiency: 77%; Support: 73%  <b>Satisfaction: Partially met</b> Overall satisfaction rate: 77%
7.6 Document engagement in programs and events	Student Affairs	Engagement in programs and services, including newly offered programs	76% FTIC and 31% transfer engaged at week 4 of fall semester	100% of new entering students (FTIC, transfer) engage in minimum 4 touch points per semester	<b>Partially met</b> FTIC: ~3 years ago (week 4): 77.06%; fall 2025 (week 4): 96.69% engaged  Transfer: ~3 years ago (week 4): 55.29%; fall 2025 (week 4): ~87.34%  Spring 2024 - FTIC: 19% at week 4, 61% at week 16; transfer: 61% at week 4, 76% at week 16  Spring 2025 - FTIC: 42% at week 4, 83% at week 16; transfer: 63% at week 4, 80% at week 16

## Stabilize Enrollment: 8.0 *Maintain or increase FTIC*

Tactic	Unit Responsible	Metrics	Baseline (2022-23)	Target	Results
8.1 Increase campus visitation program with busing to bring area students to campus	Enrollment Management and Strategic Communications	Number of K-12 visitors, including teachers and guidance counselors; number of prospective transfer students Total campus visitors	Aug. 2022-Aug. 2023: K-12 visitors were 1,400; community college visitors not known (baseline = 0)	Increase K-12 visitors to 2,500 and prospective transfer students to 500	<b>Exceeded</b> 2023-24 admissions exceeded visitor goal by 80% (4,505) 2024-25 admissions exceeded visitor goal by 61% (4,025)
8.2 Implement Direct Admissions program for students with 3.3 GPA and Algebra II	Enrollment Management and Strategic Communications	Percentage of FTIC yield from direct admitted students	Currently direct admission	30% of FTIC yield will come from direct admitted students	<b>Exceeded</b> Fall 2025, approximately 65% of new freshmen who enrolled were admitted through direct admission, exceeding goal by 116%.  Approximately 6 in 10 applicants now receive decision within 24 hours.  Staff processing time was reduced by about 2/5 (40%).
8.3 Promote affordability through Radford Tuition Promise	Enrollment Management and Strategic Communications, Finance and Administration	Proportion and number of applicants who apply and file FAFSA, enrollment from Radford Tuition Promise qualifiers; financial performance of Radford Tuition Promise	Fall 2023 FAFSA filers baseline; fall 2023 enrollment GPA baseline; financial plan for RTP over 4 years	Increase yield of FTIC by 3% using same aid dollars and additional institutional commitment to Promise, increase yield of high achieving (3.0 GPA and above) applicants by 20%; finances of RTP at or better than predicted, with continuing sustainable for an additional 4 years	<b>Exceeded</b> Increased yield of FTIC by 9% using same aid dollars and additional commitment to Promise  Increased yield of high achieving (3.0+ GPA) enrollment by 2%  Spending performed better than expected (spending ~\$200K vs \$1M budgeted).



## Stabilize Enrollment: 9.0 Engage student employees to increase their retention

Tactic	Unit Responsible	Metrics	Baseline (2022-23)	Target	Results
9.1 Pre- and post-tests measuring NACE competency development	Enrollment Management and Strategic Communications	NACE competency pre- and post-assessment scores	Pre- to post-assessment scores decreased by 0.1 on average; technology lowest; professionalism highest	Student employees will demonstrate NACE competency increases from pre- to post-assessment	<p><b>In progress</b></p> <p>Assessment method: NACE competency gains measured by self-report (pre/post)</p> <p>Validity issue: Post scores can dip as students better understand competencies</p>
9.2 Increase grade profiles, retention and progression of student employees	Student Affairs	Student employee cumulative GPA vs. overall average; student employee retention rate vs. overall average; student employee graduation rate	Semester GPA 0.18 greater than average; cumulative GPA 0.195 greater than average; retention 5.5% higher than average	Student employees: Cumulative GPA 0.2 higher than overall; retained/progress at rate 5% higher	<p><b>GPA: Partially met</b></p> <p>Semester GPA 0.116 greater than average; cumulative GPA 0.077 greater than average; fall 2025 census, all-UG retention 83% and student affairs student employee retention = 84%</p> <p><b>Retention: In progress</b></p> <p>3-year average fall-to-fall retention of student affairs student employees 5.53% higher than all campus; 3-year average of fall to spring retention 6.92% higher than all campus; and total average retention 6.23% higher than all campus</p>

## Stabilize Enrollment:

### *10.0 Enhance student retention through staff professional development that embraces our culture of care*

Tactic	Unit Responsible	Metrics	Baseline (2022-23)	Target	Results
<i>10.1</i> Improve quality of service provided to students	Enrollment Management and Strategic Communications	Student satisfaction with services	Establishing baseline in 2023-24 (by June 30, 2024) Baseline: 89.9% average overall satisfaction	Between 2024-25, increase in satisfaction 5% in each service area	<b>In progress</b> 2024-2025 Average overall satisfaction is 87% Raw data for cycle is below:  Services - Quality of service: Agree 95%, Neutral 4%, Disagree 1%; More likely to continue: Agree 88%, Neutral 10%, Disagree 2%; Enhanced experience: Agree 94%, Neutral 5%, Disagree 2%  Events - Feel connected: Agree 83%, Neutral 16%, Disagree 1%; Enhanced experience: Agree 87%, Neutral 12%, Disagree 1%; More likely to continue: Agree 72%, Neutral 23%, Disagree 5%  When launched there was no consistency across survey questions. Baseline was determined by using similar questions. 2024-25 and current cycle are using consistent question set. 2025-26 data will be available in late May 2026.



This summary includes only tactics falling under the Stabilize Resources to Maintain Affordability strategic focus area (Tactics 11-16) across Finance and Administration, Academic Affairs and University Advancement. Status of each tactic was evaluated using the following criteria:  
**Exceeded** (effort is complete and results exceeded target) | **Met** (effort is complete and results met target) | **Partially met** (effort is complete, results did not fully achieve target)  
**On track** (effort is ongoing, incremental results are positive but incomplete) | **In progress** (circumstances changed, effort is ongoing, results have not been measured)

## Reposition Resources to Maintain Affordability:

### 11.0 Develop comprehensive budget and support processes

Tactic	Unit Responsible	Metrics	Baseline (2022-23)	Target	Results
11.1 Create autonomy through training, accountability and incentives down to local levels	Finance and Administration	End of year budgets vs. actuals at the unit level; distribution of metric-based incentives	FY25 baseline budget established; no formal incentives distributed	Unit budgets +/-5%; Umbrella budgets +/-1%; Positive net revenue, \$10M E&G carryforward 5% of E&G carryforward as incentives	<b>Met</b> FY26 carryforward TBD Budget variance within 5% target Positive net revenue \$10M E&G carryforward achieved
11.2 Create culture of innovation and customer service in Finance and Administration	Finance and Administration	Customer satisfaction surveys; productivity metrics (to be developed)	Surveys not used in recent years	Year-over-year improvement on satisfaction surveys	<b>Met</b> Tech support: 95% extremely satisfied Onboarding: 3.76/4 rating (up from 3.68) New surveys deployed in FY25
11.3 Implement technologies that support Finance and Administration	Finance and Administration	Productivity metrics specific to each work flow	No baseline on project basis	Save 20% or more effort with any technology; new projects to include effort tracking	<b>Exceeded</b> PageUp (performance mgmt); Gravity (30% time savings); 15 forms digitized via Quali Maintenance system (80% reduction email/phone); Space geodatabase (from 18 to 9 mo audits); Warehouse online tracking; digital parking platform



## Reposition Resources to Maintain Affordability:

### 12.0 Reposition academic programs and administration to increase efficiency and effectiveness

Tactic	Unit Responsible	Metrics	Baseline (2022-23)	Target	Results
<b>12.1</b> Identify then implement ways to enhance distinctive programs, merge/re-design related concentrations or programs and reduce under-enrolled programs, minors and concentrations.	Academic Affairs	Radford University catalog; identified list of distinctive programs; enrollment in programs, minors and concentrations	131 UG programs; 129 minors (57% exceeding); 22 master's; 5 doctoral	June 2025 updates done; 75% UG/grad exceed; 90% minors exceed	<b>On track</b> 2 mergers: From English+Foreign Language to Language and Literature; Geology+Geospatial to Geospatial and Earth Sciences  12 under-enrolled minors closed; 1 under-enrolled doctoral closed; 9 grad pathways closed  80% minors exceeding benchmarks  11 under-enrolled minors in curriculum process to close; will bring to 89%  2 UG programs in merger process
<b>12.2</b> Maximize faculty expertise by instructional needs	Academic Affairs	Percentage tenure-line faculty; adjunct/overload spending; faculty/student ratio; workload policies; faculty to major and credit ratios per college and program	71.4% tenure-line 2022; \$4.7M adjunct/overload; 16:1 faculty/student ratio	80% tenure-line 2026 <i>revised to 75%</i> ; reduce adjunct \$1M; stable ratios; workload policies; 18:1 faculty/student ratio	<b>Exceeded</b> Fall 2023: 72.5%; fall 2024: 74.6%; fall 2025: 76.1%  Target to 75% due to clinical needs  Ratio: Fall 2022: 16:7; fall 2023: 17:4; fall 2024: 18:4  Increased adjunct pay while reducing overall number
<b>12.3</b> Restructure/fill admin roles in Academic Affairs	Academic Affairs	Organizational chart; number of administrative vacancies	4 interim deans; 1 interim assoc provost; 2 assistant/associate provost vacancies	Re-aligned fully staffed by June 2025	<b>Met</b> Restructuring spring 2024  Leadership team full; hired 3 deans (1 interim), registrar, director Finance/Admin, assistant provosts, student success and faculty/curriculum, interim assistant provost, grad affairs  Removed 2 admin deans

## Reposition Resources to Maintain Affordability:

*13.0 Cultivate long-term and meaningful relationships with alumni to increase engagement, volunteering and philanthropic giving for the long-term stability of the university*

Tactic	Unit Responsible	Metrics	Baseline (2022-23)	Target	Results
<b>13.1</b> Recruit and retain alumni volunteers to support university initiatives	University Advancement	Number of unique alumni volunteers; total number of unique alumni roles; alumni satisfaction with engagement opportunities; rate of alumni volunteers annual giving	1,372 alumni volunteers in FY23	Increase number of unique volunteers by 5% annually; increase alumni satisfaction with engagement opportunities by 10%	<b>Exceeded</b> FY25 alumni volunteers: 1,601 (10.4% increase)
<b>13.2</b> Increase donor satisfaction	University Advancement	Donor retention rate	33% donor retention in FY23	Increase donor retention to 40% by Dec. 2025	<b>On track</b> FY25 donor retention rate: 34.2%
<b>13.3</b> Increase alumni giving rates and giving amount	University Advancement	Alumni donor count Alumni annual giving dollars	1,699 alumni donors in FY23; total alumni annual giving: \$1,251,110	Increase alumni donors to 1,870 (10%); increase annual dollars by 10% by Dec. 2025	<b>Donors: On track</b> FY25 alumni donors: 1,431 (-15.7% decrease); FY25 alumni annual giving: \$2,147,662 (71.6% increase); donor count reality: donor count down (~16%) national trend  <b>Dollars: Exceeded</b> Large gift impact: Total giving up (~70%) influenced by a large gift

## Reposition Resources to Maintain Affordability:

*14.0 Establish a data-driven annual fundraising goal that aligns with the financial needs, strategic priorities and long-term stability of the university*

Tactic	Unit Responsible	Metrics	Baseline (2022-23)	Target	Results
<b>14.1</b> Complete TOGETHER – The Campaign for Radford University	University Advancement	Meet the \$100,000,000 by June 30, 2024	\$91,800,000 currently raised	Meet \$100,000,000 by June 30, 2024; celebration in fall 2024	<b>Exceeded</b> Completed: Raised \$106,693,338 38% of donations under \$50; 66% of donors made their first gift; celebration held fall 2024
<b>14.2</b> Relaunch the Society of 1910 and improve donor engagement with planned giving	University Advancement	Number of members in the Society of 1910; proportion of donors using planned giving; satisfaction survey of donors using planned giving	130 households are members; 28% planned giving in FY23	Increase to 143 households (10%); Increase planned giving % to 30% annually	<b>Households: On track</b> FY25 households: 139; percentage of planned giving in FY25: 40.5%  <b>Planned giving: Exceeded</b> Society of 1910 (legacy) relaunched; coding cleaned; induction event planned
<b>14.3</b> Feasibility study for future athletic capital campaign	University Advancement	Feasibility study completion including targets and timeline	Baseline analysis in 2023-24, by June 30, 2024	Determine data-informed campaign goal; develop case statement and collateral; determine campaign budget and funding sources; recruit steering committee	<b>Met</b> Results of feasibility study presented to Board of Visitors on Sept. 12; study completed; BOV received findings



## Reposition Resources to Maintain Affordability:

### 15.0 Create a comprehensive program plan for physical space and facilities

Tactic	Unit Responsible	Metrics	Baseline (2022-23)	Target	Results
15.1 Promote proper stewardship and effective usage of university assets	Finance and Administration	Capacity and usage rates; footprint of externally leased space	FY23 leased space footprint; FY23 room usage rates	Decrease leased space by 50% (main campus); bifurcate capacity: Unused space + 10% increased use	<b>Partially met</b> Tyler Avenue leases terminate June 2025 (-7,200 sf)  Carilion reduced by 11,300 square feet; reallocated to RHEC  50% target requires housing repositioning
15.2 Translate university vision into program plan for space/facilities	Finance and Administration	Plan milestones are met and completed on schedule	Plans did not exist; Roanoke plans by 2023; main campus plans by Dec. 2025	Roanoke planning study completed; main campus plans by Dec. 2025; comprehensive plan pending strategic plan	<b>Roanoke: Met</b> Roanoke planning study completed; secured \$13M additional planning funds  <b>Main campus: In progress</b> Student-facing priorities study (Dalton, library); master plan deferred to follow strategic plan

## Reposition Resources to Maintain Affordability:

### 16.0 Implement an integrated workforce development model

Tactic	Unit Responsible	Metrics	Baseline (2022-23)	Target	Results
16.1 Build effective recruitment, hiring, onboarding and retention processes	Finance and Administration	Voluntary turnover rate Satisfaction surveys	Voluntary turnover FY24: 11.7%	Reduce turnover by 2% over 2 years; 90% satisfaction with orientation; career laddering for 2+ job families	<b>Turnover: Met</b> Classified turnover: 19.28% to 16.36%; comp structure completed FY24; 124 employees in orientation; 2 career ladders created FY24  <b>Satisfaction: Met</b> 3.76/4 satisfaction (up from 3.68)  <b>Career ladders: Met</b> Police, facilities; outlier positions placed in pay bands
16.2 Offer training programs to enhance staff skills	Finance and Administration	Enrollment and completion of training; % of employees utilizing programs	80 employees participated FY24	5% annual increase in enrollment, completion, utilization	<b>Exceeded</b> Synchronous workshops: 498 (vs 124 in FY24)  Udemy launched Sept. 2024: 226 users in 6 months  User rating: 4.54/5
16.3 Create leadership development opportunities	Finance and Administration Academic Affairs	Enrollment and completion of leadership programs; % of employees utilizing leadership programs	74 employees participated FY24	5% increase over baseline	<b>Exceeded</b> 200 supervisors trained in FY25, includes performance management training  170% increase in participation

# Two-Year Strategic Plan 2024-25 | *Final Report*



**Radford**  
UNIVERSITY



SCAN TO SEE  
HIGHLIGHTS OF WHAT  
WE'VE ACCOMPLISHED  
IN EACH AREA.

In 2023, our Board of Visitors approved a two-year strategic plan designed to: 1) help us respond quickly to the changing higher education landscape while staying true to who we are, and 2) lay a strong foundation that positions us for the next planning cycle.

**WE FOCUSED ON FOUR PRIORITIES:**

- *Distinction* – Sharpening what makes Radford, Radford
- *Enrollment* – Reaching more students and creating clearer pathways here
- *Economic Development* – Growing as a regional partner
- *Efficiency* – Making our resources work harder

During the last two years, we've elevated our identity, built new ways for prospective students to find their place here, expanded The HUB's impact throughout the region, and used better tools and processes to improve budgeting, academic planning and fundraising.





The following pages highlight various Board of Visitors bylaws proposals.



November 3, 2025

Mr. Tyler Lester, Rector  
c/o Radford University Office of the President  
P.O. Box 6890  
Radford, Virginia 24142

Subject: Proposed Amendments to the Board of Visitors (BOV) Bylaws

Dear Rector Tyler,

I am pleased to submit for your consideration a series of proposed amendments to the Radford University Board of Visitors Bylaws. These recommendations are designed to strengthen our governance framework, enhance operational clarity, and align Radford's practices with established standards across Virginia's public institutions of higher education.

This proposal was developed in response to Vice Rector Wishon Gilbert's request for feedback at the September 11, 2025 Board meeting. It reflects a comprehensive review of Radford's current bylaws structure, benchmarking across Virginia institutions, and content from the Association of Governing Boards of Universities and Colleges.

1. **Realign the bylaws hierarchy** to improve navigability and accessibility for stakeholders, particularly during time-sensitive decision-making.
2. **Designate the Student Government Association President** as the official student representative to the Board, reinforcing legitimacy and shared governance.
3. **Reform the Executive Committee structure** by introducing elected membership to enhance representativeness and institutional resilience.
4. **Extend the term length of the Rector and Vice Rector**, ensuring continuity of leadership and strategic alignment with institutional priorities.
5. **Establish the Secretary of the Board**, as a defined officer role to support governance continuity and documentation integrity.

Each recommendation is grounded in comparative analysis and informed by recent governance challenges and opportunities. Together, these amendments aim to elevate the Board's effectiveness, transparency, and capacity to steward RU's mission in a dynamically charged higher education governance landscape.

I welcome the Executive Committee's feedback and look forward to discussing these proposals further at the upcoming meeting.

Respectfully submitted,

A handwritten signature in blue ink, reading 'George B. Mendiola, Jr.'.

George B. Mendiola, Jr.  
Visitor  
Radford University Board of Visitors

**Attachments**

- Appendix A – Comparison Data to Support Bylaw Amendments (*best print in 11x17*)
- Appendix B – Bylaws Outline (*best print in 11x17*)
- Appendix C - RADFORD UNIVERSITY Bylaws September2024 Approved – RedLined
- Appendix D – VA Institution Bylaws

**CC:**

- President Bret Danilowicz
- Chief of Staff J. Ryan Bowyer



# Item 1 – Proposed Amendment to Realign the Bylaws Hierarchy Structure

Across nonprofit, for-profit, and public institutions, governing bodies adopt bylaws that provide a foundational framework for organizational governance. Well-structured bylaws ensure order, transparency, and consistency in how the organization conducts its mission and exercises its authority. To support clarity and operational efficiency, bylaws should be organized in a hierarchical structure that enables users to quickly locate and interpret relevant provisions without needing to review the entire document. Accordingly, aligning the RU bylaws to reflect a clear hierarchical structure – widely adopted across governing bodies – leverages established best practices and significantly improves accessibility for stakeholders who engage with the document infrequently. This ensures the document remains a practical and authoritative reference to support timely decision-making.

## Discussion

Over the past three years, the infrequent need to reference the bylaws – particularly for unanticipated governance questions – has contributed to a general perception that the bylaws' hierarchal structure is appropriate. However, when issues have arisen in areas such as electronic meetings, attendance, or quorum requirements, locating the relevant provisions has often required a full read-through of the document. This lack of navigational clarity can hinder timely decision-making and frustrate members.

To address this, a comparative assessment was conducted across five Virginia public institutions of higher education, information from the National Association of Corporate Directors, and templates for forming Virginia corporations. The review confirmed that the widely accepted structural standard for bylaws includes three hierarchical components: **Articles**, **Sections**, and **Subsections**. Table 1-1 below demonstrates a description for each element and its role for facilitating ease of reference, to enhance usability and institutional alignment with governance best practices.

**Table 1-1. Descriptions of Hierarchical Divisions**

Division	Description	Numbering Examples
<b>Articles</b>	The broadest divisions, used to group related major provisions or topics. (e.g., Article I: Name and Purpose, Article II: Membership)	Article I, Article II, etc.
<b>Sections</b>	Subdivisions within articles that detail specific rules or procedures related to the article's topic. (e.g., Section 1 - Regular Meetings, Section 2 - Officers)	Section 1, Section 2, etc.
<b>Subsections / Clauses</b>	Further breakdowns within sections, presenting more specific elements or points. (e.g., (A), (B))	1 (A), 2(B) (letters)





To further validate this model for RU, a review was conducted of the bylaws from all Virginia public institutions of higher education to assess the structural scale and complexity employed by their respective Boards of Visitors. Table 1-2, supports the analysis that, despite having a comparable page length, RU's bylaws with four headers<sup>1</sup>/articles are less structurally organized than the average institution with ten articles. Appendix B, Board of Visitors Bylaw Outline, compares RU to five Virginia institutions and identifies an opportunity to enhance navigability by adopting more consistent use of broad hierarchical elements (e.g., Articles) within the bylaws.

**Table 1-2. Comparative Review of Bylaw Structure at Virginia Public Higher Education Institutions**

<b>Institutions</b>	Virginia Military Institute	University of Mary Washington	Christopher Newport University	Longwood University	Virginia State University	Norfolk State University	Radford University (Current)	William and Mary	James Madison University	Old Dominion University	University of Virginia	Virginia Commonwealth Uni.	Virginia Tech	George Mason University	Average
<b>Structure</b>															
Headers/Articles	3	12	14	16	11	4	4	11	16	12	5	6	8	14	10
Sections	15	19	39	25	26	16	12	49	26	49	22	17	22	41	27
Sub-Sections / Paragraphs	57	23	18	4	7	25	22	43	59	51	26	39	12	39	30
Pages	15	14	7	4	19	10	10	16	16	20	15	13	13	10	13

*Data excludes UVA-Wise and Richard Bland College*

### **Recommendation**

To improve the flow and ease of reference within the bylaws, this proposal recommends restructuring select content by elevating certain sections into standalone Articles, renumbering provisions for consistency, and consolidating advisory member language under the article referencing Board Composition. The resulting changes aim to enhance navigability, support structural clarity, and align with best practices in bylaw organization.

### **Proposed Amendment**

Figure 1-1, on the following page, identifies proposed structural adjustments to improve the clarity and navigability of the bylaws. Specifically, it outlines:

- Sections recommended for elevation to standalone Articles,
- Subsections or clauses to be renumbered as full Sections, and
- The realignment of advisory representative section to remain under Article I.

In the accompanying redlined version of the bylaws, newly defined Sections should be titled with descriptive headings to clearly reflect their content and purpose.

<sup>1</sup>For consistency in cross-institutional mapping, Radford University's Board of Visitors Bylaw Preamble is treated as an Article to align with the structural conventions used by other Virginia public institutions. Page 110 of 157



**Figure 1-1. Bylaw Summary Demonstrating current structure, proposed realignment and resulting outline.**

Current	Proposed Change	Future
<b>Preamble</b>		<b>Preamble</b>
<b>Article I - The Board of Visitors</b>		<b>Article I - The Board of Visitors</b>
Section 1 - Legal Status, Compositions, and General Operation		Section 1 - Legal Status, Compositions, and General Operation
A. Legal Status and Composition		A. Legal Status and Composition
B. General Operations		B. General Operations
C. Annual Executive Summary		C. Annual Executive Summary
D. Removal of Board Members		D. Removal of Board Members
E. Resignation		E. Resignation
Section 2 - Powers and Responsibilities		Section 2 - Powers and Responsibilities
Section 3 - Meetings	Elevate to Article II	Section 3 - Advisory Representatives
A. Regular Meetings	Redefine as Section 1	A. Appointments
B. Special Meetings	Redefine as Section 2	B. Responsibilities
C. Notice	Redefine as Section 3	<b>Article II - Meetings</b>
D. Quorum and Votes	Redefine as Section 4	Section 1 - Regular Meetings
E. Individual Member(s) Participation via Electronic Communications	Redefine as Section 5	Section 2 - Special Meetings
F. All Virtual Meetings	Redefine as Section 6	Section 3 - Notice
G. Agenda	Redefine as Section 7	Section 4 - Quorum and Votes
H. Tuition Notice and Public Comment	Redefine as Section 8	Section 5 - Individual Member(s) Participation via Electronic Communications
Section 4 - Officers	Elevate to Article III	Section 6 - All Virtual Meetings
A. Officers	Redefine to Section 1	Section 7 - Agenda
B. Election and Terms	Redefine to Section 2	Section 8 - Tuition Notice and Public Comment
C. Rector	Redefine to Section 3	<b>Article III - Officers</b>
D. Vice Rector	Redefine to Section 4	Section 1 - Officers
Section 5 - Advisory Representatives	Move under Art I, Redefine as Section 3	Section 2 - Election and Terms
A. Appointments		Section 3 - Rector
B. Responsibilities		Section 4 - Vice Rector
Section 6 - Committees	Elevate to Article IV	Section 5 - Secretary <sup>1</sup>
A. Executive Committee	Redefine as Section 1	<b>Article IV - Committees</b>
B. Standing Committees	Redefine as Section 2	Section 1 - Executive Committee
C. Special Committees	Redefine as Section 3	Section 2 - Standing Committees
Section 7 - Policies & Procedures	Elevate to Article V	Section 3 - Special Committees
<b>Article II - Employees</b>	Change to Article VI	<b>Article V - Policies &amp; Procedures</b>
Section 1- President		<b>Article VI - Employees</b>
Section 2 - Provost. Vice Presidents and Direct Reports to the President		Section 1- President
Section 3 - University Auditor		Section 2 - Provost. Vice Presidents and Direct Reports to the President
<b>Article III - Miscellaneous</b>	Eliminate	Section 3 - University Auditor
Section 1 - Suspension or Amendments of Bylaws	Elevate to Article VII	<b>Article VII - Suspension or Amendments of Bylaws</b>
Section 2- Parliamentary Authority	Elevate to Article VIII	<b>Article VIII - Parliamentary Authority</b>

<sup>1</sup> Addition assumes acceptance of proposed amendment item 5.



## Item 2 – Proposed Amendment Regarding the Student Representative to the Board

One of the key principles of Board governance as highlighted by the Association of Governing Boards of Universities and Colleges (AGB) is the importance of shared governance – an element essential to institutional credibility, resilience and advancement (AGB, 2025)<sup>1</sup>. Student engagement has also proven critical in helping institutions adapt to shifting enrollment patterns and evolving academic priorities. Their insights and lived experiences offer valuable perspectives on the effectiveness and relevance of institutional strategies. To enhance that student representation to the Board to strengthen credibility and strategic alignment, this proposal recommends the appointment of the Student Government Association (SGA) President—not just any student—as the official student representative to the Board of Visitors.

### **Discussion**

In developing this proposal, careful consideration was given to the current selection process for a student representative, the student participation in governance observed over the past three years, and the capacity of the student representative to support meaningful engagement. More specifically, the following has been observed:

- The current student representative selection process requires the Administration to be actively involved from recruitment, finalist pre-selection, mentoring, to facilitating Board presentations.
- Student participation has primarily focused on offering feedback on topics important to the student rather than influencing or participating in substantive governance topics.
- Across the annual five Board meetings, including the retreat, student involvement has resulted in minimal governance participation, if any.
- The role has functioned more as a leadership developmental experience based on the efforts of a single person rather than being resourced by a team of volunteers and leaders, like the (SGA) whose mission is to advance the interests of students and actively participate in internal governance discussions.

To strengthen student engagement in Board governance, this proposal seeks to leverage the existing operational framework of the SGA where student leaders are already well-positioned and involved through internal governance and whom regularly meet to represent and respond as the collective voice of students.

Benchmarking across Virginia's public institutions reinforces this approach. Of the 14 institutions, including Radford University, seven appoint the SGA President or empower the SGA to designate the representative. Christopher Newport University requires Board approval of either the SGA

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<sup>1</sup> Association of Governing Boards of Universities and Colleges. (2025, July). *Models of governance in higher education: AGB principles vs. ideologically driven initiatives*. <https://AGB.org/GovernNOW>



President or another student. Larger institutions often include a second representative to reflect graduate student perspectives. Table 2-1 below illustrates the selection methods used across these institutions.

**Table 2-1 Student Representative Selection Methodology.**

Institutions	# of Students (SCHEV Fall 2024)	Student Member Selection	
		<i>Elected</i>	<i>Appointed</i>
Virginia Military Institute	1,527		Board appointed
University of Mary Washington	3,826	President of SGA	
Christopher Newport University	4,454		Board appoints the current President of SGA or another student.
Longwood University	4,612	President of Student Body	
Virginia State University	5,605	President of SGA	
Norfolk State University	6,053	President of SGA	
Radford University	7,812		Appointed from list of three submitted by the President
William and Mary	9,818		Appointed by Rector with consultation of Presidents of University and Student Assembly
James Madison University	22,879	Elected by the students, administered by SGA.	
Old Dominion University	23,743		Board appoints student under resolution (process not in Bylaws)
University of Virginia	26,470		Appointed by the Executive Committee
Virginia Commonwealth Univ.	28,831		One graduate and one undergraduate recommended by President from a selection committee (process not in Bylaws)
Virginia Tech	38,857		Board appoints one graduate and one undergraduate as recommended by a selection committee. (process not in Bylaws)
George Mason University	40,449	Two Students - President of Graduate Student Association and President of SGA.	

Data excludes UVA-Wise and Richard Bland College





### **Recommendation**

The SGA President is the most appropriate student representative for the Board. As an elected leader, they bring legitimacy, campus-wide engagement, and a direct connection to the broader student body. Backed by a structured and resourced organization of other elected student leaders, the SGA President is equipped to fulfill the non-voting role with consistency, credibility, and strategic purpose – ensuring student input contributes meaningfully to shared governance.

This approach also streamlines the selection process and capitalizes on existing student governance operating models for facilitating engagement on strategic discussions minimizing the Board's involvement.

### **Proposed Amendment**

**Amend Article 2, Section 5, Part A. Appointments, Paragraph 3 which reads as follows:**

*The student representatives are appointed from a list of three students submitted by the President after consultation with appropriate members of the administration and such other individuals as the President deems necessary. The three nominees for student representative shall make a brief presentation to the Board of Visitors at the annual meeting at which the student representative will be appointed.*

**Amendment to read as follows in alignment with language<sup>2</sup> for the Faculty representative:**

~~The student representative are appointed from a list of three students submitted by the President after consultation with appropriate members of the administration and such other individuals as the President deems necessary. The three nominees for student representative shall make a brief presentation to the Board of Visitors at the annual meeting at which the student representative will be appointed.~~ shall be the President of the Student Government Association. Should the student representative resign as President of the Student Government Association during his/her term on the Board of Visitors, the new student government president shall fill the remaining term on the Board of Visitors of the individual who resigned.

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<sup>2</sup> The faculty representative shall be the President of the Radford University Faculty Senate (Faculty Senate President), provided that said individual shall serve no more than two consecutive terms as faculty representative to the Board of Visitors. If the same individual shall serve more than two consecutive terms as Faculty Senate President, the faculty representative to the Board shall be appointed from a list of three faculty members submitted by the Faculty Senate. Should the faculty representative resign as faculty senate president during his/her term on the Board of Visitors, the new faculty senate president shall fill the remaining term on the Board of Visitors of the individual who resigned; in the event an individual assumes the role as faculty representative for a period of 180 days or more, that period will count as one full term.



## Item 3 – Proposed Amendment to the Executive Committee Structure

The Executive Committee of a governing board plays a critical role in providing strategic leadership, facilitating decisions on urgent matters, and overseeing the broader governance functions of both the board and the institution it serves. At Virginia public institutions of higher education, this role is codified in Virginia Code § 23.1-1306, which charges the Executive Committee with:

- Organizing board operations
- Strengthening governance practices
- Supporting board member development

In practice, institutions like Radford University also delegate authority to the Executive Committee to act on behalf of the full Board in time-sensitive situations. However, the effectiveness of this governance structure depends on the legitimacy and representativeness of its membership:

- 1) When the majority of Executive Committee members<sup>1</sup> are appointed solely by the Rector,
- 2) The committee risks functioning as an extension of the Rector's leadership,
- 3) Rather than serving as a representative body accountable to the full Board of Visitors.

This dynamic can undermine the principle of shared governance and may erode trust in the committee's decisions. To strengthen alignment with governance best practices and reinforce institutional legitimacy, the Executive Committee should be constituted in partnership with the full Board of Visitors, reflecting the collective will of the body it serves. Specifically, a majority of the Executive Committee members should be elected by the Board rather than appointed by the Rector. This adjustment would reinforce the committee's accountability, enhance transparency, and strengthen its role as a steward of board governance.

### **Discussion**

In recent years, the governance of public higher education has become increasingly politicized, with heightened scrutiny on the actions—or inaction—of Boards of Visitors. This evolving landscape places greater importance on the Executive Committee as a stabilizing force, one that must be both structurally sound and sufficiently empowered to safeguard institutional integrity amid external pressures.

The need for a resilient Executive Committee becomes especially critical when the full Board is unable to meet quorum or act decisively. A notable example occurred at George Mason University, where a shortage of appointed Visitors temporarily prevented the Board from reaching quorum, thereby shifting governance responsibilities to the Executive Committee<sup>2</sup>.

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<sup>1</sup> The membership includes the Rector and Vice Rector elected by the Board. The bylaws authorizes the Rector with the appointment of Committee Chairs who serve as members of the Executive Committee.

<sup>2</sup> Jarvis, B. (2025, October 13). *GMU rector says executive committee still plans to meet without full board quorum*. Virginia Scope. <https://viriniapoliticalnewsletter.substack.com/p/gmu-rector-says-executive-committee>



This scenario underscores the importance of ensuring continuity of governance, even when external political dynamics – such as unconfirmed appointments by the Governor or legislative inaction – impede the Board’s ability to function fully.

To proactively address this risk at Radford University, it is essential that the Executive Committee be structured to reflect the collective will of the full Board, rather than serving solely at the discretion of the Rector. Electing a majority of Executive Committee members through board-wide consent reinforces legitimacy, strengthens shared governance, and ensures that the committee remains accountable to the body it represents. To inform this recommendation, table 3-1 summarizes the current composition models in place, providing a comparative foundation for evaluating reform options.

**Table 3-1 Composition of Executive Committees at Virginia Public Institutions of Higher Education**

Institutions	# of Students (SCHEV Fall 2024)	Executive Committee Membership				
		Rector	Vice Rector	Secretary	Immediate Past Rector	Other
Virginia Military Institute	1,527	X				Three Vice Presidents (BOV members), One member elected at large
University of Mary Washington	3,826	X	X	X		Two members elected by the Board
Christopher Newport University	4,454	X	X	X		Committee chairs, Two members at large and any member in attendance.
Longwood University	4,612	X	X	X	X	One member elected at large
Virginia State University	5,605	X	X	X		Chairs of Committees, elected by the Board
Norfolk State University	6,053	X	X	X		Two members elected by the Board
Radford University	7,812	X	X		X	<b>Chairs of Committee</b>
William and Mary	9,818	X	X	X		Chairs of Committees
James Madison University	22,879	X	X			Three of Seven Committee Chairs; a committee chair may appoint a designee in their absence.
Old Dominion University	23,743	X	X	X		Chairs of the Committees elected by members of the committee
University of Virginia	26,470	X	X			Five others elected by the Board
Virginia Commonwealth Univ.	28,831	X	X	X		Committee chairs, Two members at large elected by the Board
Virginia Tech	38,857	X	X		X (non-voting)	Chairs of the Committees (Chairs are limited to 3 year terms)
George Mason University	40,449	X	X	X		Two members elected by the Board

Data excludes UVA-Wise and Richard Bland College



### **Recommendation**

To strengthen the legitimacy, representativeness, and operational resilience of the Executive Committee, it is recommended that Radford University adopt a revised membership model in which **three members of the Board of Visitors are elected annually in June to serve on the Executive Committee for the upcoming year**. Furthermore, the immediate past Rector should be removed to align with nearly all other Virginia institutions of higher education. These members may include standing committee chairs but should be selected through a vote of the full Board, rather than in an ex-officio role as appointed by the Rector.

### **Proposed Amendment**

#### **Amend Article 1, Section 6, Subsection A. as written below:**

- A. Executive Committee.** *The Executive Committee is comprised of the Rector, the Vice Rector, and the chairs of the standing committees. The immediate past Rector serves as an ex-officio member. The Rector serves as Chair of the Committee.*

#### **Amendment to read as follows:**

- A. Executive Committee.** *The Executive Committee is comprised of the Rector, the Vice Rector, and ~~the chairs of the standing committees~~ three members elected at-large by the Board during the annual meeting. These members may include chairs of the standing committees. ~~The immediate past Rector serves as an ex-officio member.~~ The Rector serves as Chair of the Committee.*





## Item 4 – Proposed Amendment to the Term Length of the Rector and Vice Rector

The Rector plays a pivotal role in the effective governance of a Board of Visitors, serving as its presiding officer and strategic leader. In this capacity, the Rector facilitates board meetings, guides high-level discussions, appoints committee leadership, and acts as a primary liaison between the institution and key external stakeholders, including the Executive and Legislative branches of Virginia government. Equally important, the Rector collaborates closely with the University President to advance the Board's strategic priorities—ensuring alignment between institutional goals, governance standards, and long-term mission fulfillment. Given the scope and significance of these responsibilities, a sufficient term in office is essential to cultivate the sustained leadership, institutional insight, and strategic continuity required for success. Extending the Rector and Vice Rector's terms would provide the necessary runway for a deeper collective engagement, fostering stronger relationships, and achieve effective stewardship of the Board's fiduciary and governance obligations.

### **Discussion**

Radford University has experienced notable turnover in its Board leadership, with three different individuals serving as Rector in the past three years. While some past Rectors have served multiple consecutive terms over the last decade, their tenure coincided with periods of institutional volatility—including presidential transitions and the existential challenges of the COVID-19 pandemic. During those years, the University faced significant enrollment declines, elevated faculty and staff attrition, and low morale among those who remained.

Leadership continuity at the board level proved critical during these disruptions. The Rectors who served longer terms provided stability, strategic direction, and institutional stewardship when it was most needed. However, since President Danilowicz's appointment, the rapid turnover in the Rector position has limited the opportunity for sustained collaboration and strategic alignment between the Board and the President at a time of great uncertainty. As Radford transitions from rebuilding its institutional culture to cultivating long-term growth, consistent board leadership is essential, now more than ever. Specifically, it offers the following advantages:

- **Strategic Continuity:** A longer term allows the Rector to lead through full planning and implementation cycles, ensuring sustained progress on strategic priorities rather than fragmented leadership year-over-year.
- **Stronger Presidential Partnership:** Longer tenure enables deeper collaboration with the University President, fostering trust, alignment, and shared accountability for institutional outcomes.
- **Institutional Memory and Insight:** Extended service builds familiarity with the institution's culture, challenges, and opportunities—critical for informed decision-making and effective board stewardship.



- **Succession Planning and Leadership Development:** A predictable leadership arc allows for intentional mentoring of future board leaders, reducing disruption and strengthening governance capacity.
- **Crisis Readiness:** In times of institutional stress – such as enrollment volatility, leadership transitions, or political instability – a seasoned Rector provides steady guidance and rapid response.
- **Enhanced Board Cohesion:** A longer term supports continuity in committee appointments, board culture, and shared governance practices, reducing the churn that can accompany annual leadership changes.
- **Benchmark Alignment:** Aligns Radford with the majority of Virginia public institutions, where two-year terms are standard practice, reinforcing legitimacy and peer comparability.

To support this strategic repositioning, an analysis was done for both the Rector and Vice Rector where a two-year term practice is already in place at 9 of Virginia's 14 public institutions of higher education (see table 4-1, below). At one institution, the Vice Rector serves a two-year term and is automatically elevated to Rector, facilitating a seamless succession and leadership continuity.

**Table 4-1 Composition of Executive Committees at Virginia Public Institutions of Higher Education**

Board Officer	Institutions	Virginia Military Institute	University of Mary Washington	Christopher Newport University	Longwood University	Virginia State University	Norfolk State University	Radford University	William and Mary	James Madison University	Old Dominion University	University of Virginia	Virginia Commonwealth Univ.	Virginia Tech	George Mason University	Count
Rector	1 Year	●			● <sup>1</sup>			● <sup>1</sup>					● <sup>1</sup>	● <sup>1</sup>		5
	2 Years		● <sup>4</sup>	● <sup>2</sup>		●	● <sup>3</sup>		● <sup>1</sup>	●	● <sup>2</sup>	● <sup>5</sup>			●	9
Vice Rector	1 Year	●			● <sup>1</sup>			● <sup>1</sup>					● <sup>1</sup>	● <sup>1</sup>		5
	2 Years		● <sup>4</sup>	● <sup>2</sup>		●	● <sup>3</sup>		● <sup>1</sup>	●	● <sup>2</sup>	●			●	9

Data excludes UVA-Wise and Richard Bland College

- Footnote: <sup>1</sup> Up to two consecutive terms  
<sup>2</sup> Election Even Numbered Year  
<sup>3</sup> Election Odd Numbered Year  
<sup>4</sup> Eligible for BOV Reappointment  
<sup>5</sup> Elevated from Vice Rector



### **Recommendation**

To ensure leadership stability, deepen understanding of institutional priorities and stakeholder dynamics, and align with governance practices at the majority of Virginia's public institutions of higher education, **RU should adopt a two-year term for both the Rector and Vice Rector, beginning in even-numbered years.** This adjustment will provide board leadership with the necessary runway to engage meaningfully in strategic planning, presidential partnership, and external advocacy.

To support this transition, the **Nominating Committee's role should be revised** to focus primarily on certifying candidates for multi-year leadership, ensuring that nominees possess the interest and term eligibility to complete the two-year requirement.

### **Proposed Amendment**

#### **Amend Article 1, Section 4, Subsection B. as written below:**

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

- 1. Nominating Committee.** *The Rector will appoint a Nominating Committee and designate the Chair of the Committee. The Committee is to call for nominations from members of the Board annually, following the last regular meeting of the Board. Nominations from members are to be submitted in writing to the Chair no later than ten days after that call. The Committee will meet prior to the annual meeting to determine which nominations will be presented to the Board. The Committee may offer more than one nominee for an office.*
- 2. Nominations from the Floor.** *Nominations from the floor will be taken.*
- 3. Term.** *Newly elected officers assume office on July 1 following their election. Each officer holds office for a term of one year ending the following June 30 or until the successor is elected, whichever is later. Officers may serve up to two consecutive terms; however, there is no limitation on the number of non-consecutive terms an officer may serve. In the event the Vice Rector assumes the office of Rector for a period of 180 days or more, that period will count as a full term.*

#### **Amendment to read as follows:**

**B. Election and Terms of the Rector and Vice Rector.** *The officers are elected by the Board at the annual meeting in even number years of the Board and shall serve a term of ~~one~~ two years.*

- 1. Nominating Committee.** *The ~~Board Rector~~ will appoint a Nominating Committee and designate the Chair of the Committee. The Committee is to call for nominations from members of the Board annually in even number years, following the last regular meeting of the Board. Nominations from members are to be submitted in writing to the Chair no later than ten days after that call. The Committee will meet prior to the annual meeting to determine certify the eligibility and interest of the candidates to serve a two-year term. ~~Candidates shall which nominations will be presented to the Board. The Committee may offer more than one nominee for an office.~~*
- 2. ~~Nominations from the Floor.~~** *~~Nominations from the floor will be taken.~~*



3. **Term.** Newly elected officers assume office on July 1 following their election. Each officer holds office for a term of ~~one~~ two years ending ~~the following~~ June 30 or until the successor is elected, whichever is later. Officers may serve up to two consecutive terms; however, there is no limitation on the number of non-consecutive terms an officer may serve. In the event the Vice Rector assumes the office of Rector for a period of 180 days or more, that period will count as a full term.





## Item 5 – Proposed Amendment to Establish the Secretary of the Board

The Board Secretary serves as a cornerstone of governance infrastructure across Virginia's public institutions of higher education. This officer is responsible for ensuring procedural integrity, legal compliance, and accurate documentation of board actions. In many institutions, the Secretary also certifies board resolutions and oversees adherence to the Virginia Freedom of Information Act (FOIA), reinforcing transparency and public accountability. Despite the critical nature of this role, RU remains the only Virginia public institution whose Board of Visitors bylaws do not formally recognize a Secretary or define its function as an officer of the Board. This omission presents a governance gap: without a designated Secretary, the Board lacks a formally authorized individual to certify actions, manage records, and represent the Board in matters requiring legal documentation or procedural validation. To align Radford's governance structure with institutions across the Commonwealth, while ensuring legal authority for certifying board actions, reinforcing procedural consistency and institutional accountability, and supporting leadership continuity through effective recordkeeping during transitions, a Secretary of the Board should be established in the bylaws.

### Discussion

The Code of Virginia identifies the Rector, Vice Rector, and Secretary as officers of a Board of Visitors for certain public institutions. While not all institutions are statutorily required to designate a Secretary, the majority have formally adopted this role (see Table 5-1, below) to ensure procedural integrity, legal compliance, and operational continuity.

At RU, the Secretary function has historically been performed by a member of the President's staff. However, this individual is not formally recognized in the Board's bylaws – neither in the Officers section nor in Article II – Employees. This omission presents a governance vulnerability: ***in situations requiring certification or procedural authorization by a Board officer other than the Rector or Vice Rector, the absence of a designated Secretary potentially undermines the Board's standing and may render such actions performed by a University employee procedurally invalid.***

Moreover, during periods of leadership transition – whether at the Board or presidential level – the lack of a formally empowered Secretary severs the link between governance, recordkeeping, and procedural compliance, resulting in lost institutional knowledge and diminished continuity. Codifying the Secretary's role at RU would:

- Align the Board's structure with all other institutions across the Commonwealth
- Ensure legal authority for certifying board actions
- Reinforce procedural consistency and institutional accountability
- Support leadership continuity and recordkeeping during transitions



**Table 5-1. Compilation of Virginia Public Institutions of Higher Education Secretary of the Board – Employees vs Board Members**

<b>Institutions</b>	<b>University Employee</b> <i>(All are deemed officers of the Board, except VMI)</i>	<b>Board Member</b>
Virginia Military Institute	University Employee, appointed at recommendation of Superintendent	
University of Mary Washington		Member & Officer of the Board <i>(2 years must be eligible for</i>
Christopher Newport University		Member & Officer of the Board
Longwood University		Member & Officer of the Board
Virginia State University		Member & Officer of the Board <i>(2 year term)</i>
Norfolk State University		Member & Officer of the Board <i>(2 years, elected in odd year)</i>
Radford University	N/A	N/A
William and Mary		Member & Officer of the Board <i>(2 year term, eligible for one additional</i>
James Madison University	University Employee, appointed at recommendation of President	
Old Dominion University		Member & Officer of the Board <i>(2 years, elected in even year)</i>
University of Virginia	University Employee, appointed at recommendation of President	
Virginia Commonwealth Univ.		Member & Officer of the Board
Virginia Tech	University Employee (VP of Policy & Governance), unless Board votes to elect separate Secretary	
George Mason University		Member & Officer of the Board

*Data excludes UVA-Wise and Richard Bland College*

### **Recommendation**

To close a critical governance gap and reinforce the Board's operational integrity, it is recommended that the Board of Visitors bylaws be revised to formally establish the Board Secretary as an officer, with clearly defined responsibilities for documentation, certification of board actions, and compliance with legal and procedural requirements.

Consistent with practices at other Virginia public institutions, the Secretary should be a designated University employee and appointed to a defined term of office. In this capacity, the individual would perform collateral duties in support of the Board and, as an officer, be empowered to represent the Board in matters outlined in their responsibilities



**Proposed Amendment**

**Amend the bylaw to include a new section, under Section 4 Officers to read as follows:**

***Secretary<sup>1</sup>.*** *The Secretary keeps a faithful record of all proceedings and posts minutes of each open meeting on the board's website consistent with the Code of Virginia. He or she shall attend all meetings of the Board of Visitors and its committees and shall record the minutes of all proceedings. The Secretary shall prepare minutes of such meetings that, after approval by the Board, shall be recorded in the permanent records of the Board of Visitors.*

***A. Additional Duties.*** *In addition to the foregoing, the Secretary shall perform those functions and have those duties or responsibilities which are usual to the duties of a secretary and shall assist the Board of Visitors in the discharge of its official duties, to include the following:*

- 1. The secretary conducts correspondence for the board.*
- 2. The secretary provides the board members and the public notice of time and place for meetings. Code of Virginia Title 2.2, Chapter 37, § 2.2-3711.*
- 3. The secretary sees that all documents entrusted in his or her care are filed and safely kept at the university.*
- 4. The secretary shall maintain a historical archive of all board activities, including decisions, resolutions, motions, and votes, to preserve institutional knowledge.*
- 5. The secretary makes documents in his or her care available for inspection by the board or any committee of the board.*
- 6. The secretary surrenders documents under his or her control only to an agent or officer authorized to receive them and upon proper receipt therefor.*
- 7. The secretary coordinates clerical and administrative support for all committees.*
- 8. The secretary provides a copy of the Manual of the Board of Visitors and all other appropriate materials to the members of the board when they are appointed and when any significant changes are made to the manual.*

***B.*** *The Secretary shall be under the immediate direction of the President and perform such other duties as may be assigned to him or her by the Board, the Rector, the Vice Rector, or the President.*

***C. Election and Term<sup>2</sup>.*** *Upon the nomination of the President and the Rector in concurrence, the Board of Visitors shall elect a Secretary to serve for a term of four years or until his or her successor is elected. Any vacancy in the office shall be filled for the unexpired term in the same manner as election for the full term.*

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<sup>1</sup> Additional duties mirror those of the James Madison University bylaws. JMU is not required to have a Secretary identified. This individual is a University Employee recommended by the President.

<sup>2</sup> The election and term of office aligns with the University of Virginia. Virginia Code § 23.1-2202 defines the position as an Officer of the Board.

Appendix A - Comparison Data to Support Bylaw Amendments

	# of Students <i>(SCHEV Fall 2024)</i>	Amendment 1	Amendment 2	Amendment 3					Amendment 4		Amendment 5	
		Bylaws Structure <i>(Article vs Sections)</i>	Student Member Selection		Executive Committee Membership					Establish Officer Terms		Establish a Secretary of the Board
			<i>Elected</i>	<i>Appointed</i>	<i>Rector</i>	<i>Vice Rector</i>	<i>Secretary</i>	<i>Immediate Past Rector</i>	<i>Other</i>	<i>Rector</i>	<i>Vice Rector</i>	
Radford University	7,812	Preamble, 3 Articles, 12 Sections, 22 Sub-sections (10 pgs)		Appointed from list of three submitted by the President	X	X		X	Chairs of Committee	1 year, up to two consecutive terms	1 year, up to two consecutive terms	N/A
Virginia Military Institute	1,527	3 Articles, 15 Sections, 57 Sub-Sections (15 pgs)		Board appointed	X				Three Vice Presidents (BOV members), One member elected at large	1 year	1 year	University Employee, apppointed at recommendation of Superintendent
University of Mary Washington	3,826	12 Sections, 19 Sub-Sections, 23 subsubsections (14 pgs)		President of SGA	X	X	X		Two members elected by the Board	2 years, must be eligible for reappointment	2 years, must be eligible for reappointment	Member & Officer of the Board <i>(2 years must be eligible for reappointment)</i>
Christopher Newport Univeristy	4,454	14 Articles, 39 Sections, 18 Sub-sections (7 pgs)		Board appoints the current President of SGA or another student.	X	X	X		Committee chairs, Two members at large and any member in attendance.	2 years, elected in even year	2 years, elected in even year	Member & Officer of the Board
Longwood University	4,612	16 Articles, 25 Sections, 4 Sub-sections (4 pgs)		President of Student Body	X	X	X	X	One member elected at large	1 year, up to two consecutive terms	1 year, up to two consecutive terms	Member & Officer of the Board
Virginia State University	5,605	Preamble, 10 Articles, 26 Sections, 7 Sub-sections (19 pgs)		President of SGA	X	X	X		Chairs of Committees, elected by the Board	2 years	2 years	Member & Officer of the Board <i>(2 year term)</i>
Norfolk State University	6,053	Preamble, 3 Articles, 16 Sections, 25 Sub-Sections (10 pgs)		President of SGA	X	X	X		Two members elected by the Board	2 years, elected in odd year	2 years, elected in odd year	Member & Officer of the Board <i>(2 years, elected in odd year)</i>
William and Mary	9,818	11 Articles, 49 Sections, 43 Sub-Sections (16 pgs)		Appointed by Rector with consultation of Presidents of University and Student Assembly	X	X	X		Chairs of the Committees	2 years, eligibe for one additional term	2 years, eligibe for one additional term	Member & Officer of the Board <i>(2 year term, eligible for one additional term)</i>
James Madison University	22,879	16 Articles, 26 Sections, 59 Sub-sections (16 pgs)		Elected by the students, administred by SGA.	X	X			Three of Seven Committee Chairs; a committee chair may appoint a designee in their absence.	2 years	2 years	University Employee, appointed at recommendation of President
Old Dominion University	23,743	Preface, 11 Articles, 49 Sections, 51 Sub-sections (20 pgs)		Board appoints student under resolution <i>(process not in Bylaws)</i>	X	X	X		Chairs of the Committees elected by members of the committee	2 years, elected in even year	2 years, elected in even year <i>(consider succession planning)</i>	Member & Officer of the Board <i>(2 years, elected in even year)</i>
University of Virginia	26,470	5 Sections, 22 Sub-sections, 26 subsubsections (15 pgs)		Appointed by the Executive Committee	X	X			Five others elected by the Board	2 years, elevated from Vice Rector	2 years	University Employee, appointed at recommendation of President
Virginia Commonwealth Univ.	28,831	6 Articles, 17 Sections, 39 SubSections (13 pgs)		One graduate and one undergraduate recommended by President from a selection committee <i>(process not in Bylaws)</i>	X	X	X		Committee chairs, Two members at large elected by the Board	1 year, up to two consecutive terms	1 year, up to two consecutive terms	Member & Officer of the Board
Virginia Tech	38,857	Preamble, 7 Articles, 22 Sections, 12 Sub-Sections (13 pgs)		Board appoints one graduate and one undergraduate as recommended by a selection committee. <i>(process not in Bylaws)</i>	X	X		X <i>(non-voting)</i>	Chairs of the Committees <i>(Chairs are limited to 3 year terms)</i>	1 year, up to two consecutive terms	1 year, up to two consecutive terms	University Employee (VP of Policy & Governance), unless Board votes to elect separate Secretary
George Mason University	40,449	14 Articles, 41 Sections, 39 Sub-sections (10 pgs)		Two Students - President of Graduate Student Association and President of SGA.	X	X	X		Two members elected by the Board	2 years, elected every other year	2 years, elected every other year	Member & Officer of the Board

Data excludes UVA-Wise and Richard Bland College



Appendix B. Board of Visitors - Bylaws Outline *(select institutions)*

Radford University <i>Sep 2024; 10 Pages</i>	Longwood University <i>Mar 2017; 5 pages</i>	Christopher Newport University <i>Feb 2024; 7 pages</i>	George Mason University <i>Jul 2020; 10 pages</i>	James Madison University <i>Jul 2025; 13 pages</i>	University of Virginia <i>Aug 2023; 15 pages</i>
<b>Preamble</b> <b>Article I - The Board of Visitors</b>  Section 1 - Legal Status, Compositions, and General Operation  A. Legal Status and Composition  B. General Operations  C. Annual Executive Summary  D. Removal of Board Members  E. Resignation Section 2 - Powers and Responsibilities Section 3 - Meetings A. Regular Meetings B. Special Meetings C. Notice Pard D. Quorum and Votes E. Individual Member(s) Participation via Electronic Communications F. All Virtual Meetings G. Agenda H. Tuition Notice and Public Comment Section 4 - Officers A. Officers B. Election and Terms C. Rector D. Vice Rector Section 5 - Advisory Representatives A. Appointments B. Responsibilities  Section 6 - Committees  A. Executive Committee B. Standing Committees C. Special Committees  Section 7 - Policies & Procedures   <b>Article II - Employees</b>  Section 1- President  Section 2 - Provost. Vice Presidents and Direct Reports to the President Section 3 - University Auditor <b>Article III - Miscellaneous</b> Section 1 - Suspension or Amendments of Bylaws  Section 2- Parliamentary Authority	<b>Article I - Corporate Name &amp; Governing Body</b> <b>Article II - Officers of the Board</b>  Section 1 - Officers  Section 2 - Election, Vacancies, Term, Residency  Section 3 - The Rector  Section 4 - The Vice Rector  Section 5 - The Secretary  <b>Article III - Meetings</b> Section 1 - Annual Meeting Section 2 - Special Meeting Section 3 - Meeting Notice Section 4 - Quorum Section 5 - Parliamentary Procedures Section 6 - Meeting Open to Public  Section 7 - Attorney General Appointee or Representative  Section 8 - Votes in Open Meeting <b>Article IV - Access to the Board of Visitors</b> <b>Article V - Committees</b> Section 1 - The Executive Committee Section 2 - The Audit Committee Section 3 - Ad Hoc Committees Section 4 - Other Committees <b>Article VI - The President of the University</b> Section 1 - Board Appointment Section 2 - Personnel Actions Section 3 - Evaluation  <b>Article VII - Internal Auditor</b>  Section 1 - Board Appointment <b>Article VIII - Names of Buildings</b> <b>Article IX - Real Estate</b>  <b>Article X - Curriculum</b>   <b>Article XI - Admissions and Degrees</b>  Section 1 - President Recommendation  Section 2 - Delegation of Authority  Section 3 - Honorary Degrees <b>Article XII - Long Range Planning</b> Section 1 - President Preparation of Master Plan  Section 2 - Approval of the Board  <b>Article XIII - Budget and Finance</b> <b>Articles XIV - Faculty, Student, and Alumni Representative</b>  <b>Article XV - Amendments</b>   <b>Articles XVI - Removal of Board Members</b>	<b>Article I - Corporate Name &amp; Governing Body</b> <b>Article II - Composition, Appointment, Removal</b>  Section 1 - Composition of Board  Section 2 - Vacancy  Section 3 - Removal  Section 4 - Non-Voting Student Representative  Section 5 - Non-Voting Faculty Representative  <b>Article III - Powers and Duties</b> <b>Article IV - Meetings</b> Section 1 - The Annual Meeting Section 2 - Regular Meetings Section 3 - Yearly Meeting with the President Section 4 - Special Meetings Section 5 - Public Notice  Section 6 - Attorney General Representative  Section 7 - Agenda Section 8 - Quorum Section 9 - Attendance Section 10 - Minutes Section 11 - Faculty or Student Representative Attendance Section 12 - Roberts' Rules of Order Section 13 - Meeting Open to Public Section 14 - Closed Meeting <b>Article V - Officers</b> Section 1 - Election Section 2 - Powers and Duties of the Rector  Section 3 - Powers and Duties of the Vice Rector  Section 4 - Powers and Duties of the Secretary Section 5 - Absence of Officers Section 6 - Vacancy  <b>Article VI - The Executive Committee</b>  Section 1 - Membership  Section 2 - Appointed Members  Section 3 - Purpose  Section 4 - Quorum Section 5 - Function Section 6 - Compliance with Virginia Law  Section 7 - Vacancies  <b>Article VII - Standing Committees</b>  Section 1 - Standing Committees  Section 2 - Appointment of Chair, Membership Terms, Quorum  Section 3 - Duties of the Committees  <b>Article VIII - Ad hoc Committees</b> Section 1 - Authority and Composition Section 2 - Duties <b>Article IX - The President</b> Section 1 - Appointment Section 2 - Duties <b>Article X - Board Evaluation</b> <b>Article XI - Hearings</b> <b>Article XII - Amendment of By-Laws</b> <b>Article XIII - Construction of ByLaws</b> <b>Article XIV - Date of Implementation</b>	<b>Article I - Mission Statement</b> <b>Article II - Membership</b>  Section 1 - Legal Reference  Section 2 - Removal Section 3 - Non-Voting Advisory Student Representatives & Committee Participation Section 4 - Non-Voting Faculty Representatives and Committee Participation  Section 5 - Board Discretion to Appoint Faculty Senate Chair  <b>Article III - Officers</b> Section 1 - Legal Reference Section 2 - Duties of the Rector Section 3 - Duties of the Vice Rector Section 4 - Duties of the Secretary <b>Article IV - Meetings</b> Section 1 - Legal Reference  Section 2 - Regular Meetings  Section 3 - Notice of Regular Meetings Section 4 - Quorum Section 5 - Notice of Special Meetings Section 6 - Special Meeting Section 7 - Personnel Matters Section 8 - Attorney General Representative <b>Article V - Committees</b> Section 1 - Committees, Membership, Terms, and Chairs. Section 2 - Executive Committee Section 3- Standing Committees Section 4 - Special Committees  <b>Article VI - Administration</b>  Section 1 - Appointment of the President Section 2 - Duties Section 3 - Evaluation  <b>Article VII - Delegation and Reservation of Authority</b>  Section 1 - Delegation of General Authotiy to the President  Section 2 - Limitation of Authority Delegated to the President.  Section 3 - Prior Approval of the Board  Section 4 - Retention of Authority Section 5 - Amendment of Delegation Section 6 - Approval of Budget <b>Article VIII - Delegation of Certain Other Responsibilities</b> Section 1 - Honor System  Section 2 - Student Government  Section 3 - Faculty Senate  Section 4 - Discontinuance of University Organizations and Incorporations Section 5 - Budget Section 6 - Amendments of this Article <b>Article IX - Liability</b> <b>Article X - Expenses</b> Section 1 - Compensation Section 2 - Reimbursements <b>Article XI - Seal</b> Section 1 - Registered Trademark Section 2 - Custodian Section 3 - Vest Authority to Affix Seal <b>Article XII - Records</b> <b>Article XIII - Meeting Procedures in Accord with Roberts' Rules of Order</b> <b>Article XIV - Adoption and Amendment of Bylaws</b>	<b>Article I - Establishment of Institution</b> <b>Article II - Establishment of the Board of Visitors</b>  <b>Article III - Statutory Authority</b>  <b>Article IV - Composition</b>  <b>Article V - Non-Voting Representatives</b>  Section A - Student Representative  Section B - Faculty Representative  <b>Article VI - Appointment of Voting Members</b> <b>Article VII - Terms of Appointment</b> <b>Article VIII - Removal</b> <b>Article IX - Rights and Powers</b> Section A - General Section B - Degrees Section C - Academic Programs  Section D - Investment of Funds  Section E - Mission and Strategic Planning Section F - Building Names Section G - Transparency <b>Article X - Officers</b> Section A - Rector, Powers and Duties Section B - Vice Rector, Powers and Duties Section C - Secretary, Powers and Duties <b>Article XI - Meetings</b> Section A - The Annual Meeting Section B - Regular Meetings Section C - Special Meetings  Section D - Notice of Meetings  Section E - Motions and Resolutions Section F - Location of Meetings Section G - Quorum Section H - Meetings held through Electronic Communications Means  Section I - Meetings Open to the Public  Section J - Minutes  Section K - Attorney General Representation  Section L - Faculty Senate Speaker Section M - Student Representative to the Board Section N - Roberts' Rules of Order  <b>Article XII - Committees</b>  Section A - Executive Committee  Section B - Standing Committees  Section C - Special Committees   <b>Article XIII - Annual Reports</b> <b>Article XIV - Related Entities</b> <b>Article XV - Amendment and Suspension</b>	<b>1 - MISSION STATEMENT</b> <b>2 - THE BOARD OF VISITORS</b>  2.1 Corporate Name and Governing Body  2.2 Composition  2.21 Student Nonvoting Member  2.22 Faculty Nonvoting Member  2.23 Visitors Emeriti 2.24 Removal 2.3 Meetings 2.31 The Annual Meeting 2.32 Regular Meetings 2.33 Special Meetings 2.34 Notice of Meetings 2.35 Quorum  2.36 Telephonic or Video Participation  2.37 Dockets 2.38 Conduct of Business 2.4 Powers and Duties <b>3 - THE COMMITTEE SYSTEM</b> 3.1 The Executive Committee 3.2 Standing Committees 3.21 Finance Committee 3.22 Buildings and Grounds Committee 3.23 Academic and Student Life Committee 3.24 Audit, Compliance, and Risk Committee 3.25 Advancement Committee 3.26 The Committee on The University of Virginia’s College at Wise 3.27 The Health System Board 3.3 Special Committees <b>4 - OFFICERS OF THE BOARD</b>  4.1 The Rector and Vice Rector of the University   4.11 Terms of Office and Election  4.12 Powers and Duties  4.13 Vacancies 4.14 Rector pro Tempore 4.2 The President of the University 4.21 Election, Appointment, and Removal  4.22 Powers and Duties 4.3 Powers and Duties of the Chief Operating Officer  4.4 Powers and Duties of the Provost  4.5 Secretary to the Board of Visitors  4.51 Powers and Duties  <b>5 - MISCELLANEOUS PROVISIONS</b> 5.1 Appeals to the Board 5.2 Retirement 5.3 Communications to the Board 5.4 Minutes of Board Meetings 5.41 Clerk of the Board 5.5 Execution of Instruments 5.6 Assignment of Securities 5.7 The Manual 5.8 Distribution of the Manual 5.9 Amendments to the Manual  5.10 Effective Date of the Manual

## **RADFORD UNIVERSITY BOARD OF VISITORS BYLAWS**

### **PREAMBLE**

The Board of Visitors of Radford University (“the Board”) adopts these Bylaws to provide for the orderly, consistent and efficient conduct of its business as the governing body of Radford University (“the University”).

As public trustees the Board has the responsibility and authority, subject to constitutional and statutory limitations, for the continuing operation, development of evolving policies, and financial oversight of the University. Much of this authority necessarily is delegated to the President, who serves as the agent of the Board and as Chief Executive Officer of the University.

It is acknowledged and understood that the University and the Board are at all times subject to the control and legislative enactments of the General Assembly of the Commonwealth of Virginia.

### **Article I – The Board of Visitors**

#### **Section 1 – Legal Status, Composition and General Operation**

**A. Legal Status and Composition.** The Board of Visitors of Radford University is created by Va. Code §23.1-2100. Membership of the Board, method and terms of appointment, and the method of filling vacancies are provided by statute (Va. Code §23.1-1300).

**B. General Operations.** The Board is required by law to, and does:

1. Strive to be transparent in its operations, and operate entirely openly to the extent required by law.
2. Comply with the Commonwealth of Virginia’s Freedom of Information Act (Code of Va. §2.2-3700, et seq.), including but not limited to the following:
  - a. Record minutes of each open meeting and post the minutes on the Board’s website in accordance with subsection I of §2.2-3707 and §2.2-3707.1;
  - b. Conduct all discussions and actions on any topic not specifically exempted by §2.2-3711 in open meeting;
  - c. Give public notice of all meetings in accordance with subsection D of §2.2-3707; and
  - d. Approve in open meeting any action taken in closed meeting before it can have any force and effect in accordance with subsection B of §2.2-3711.
3. Notify and invite the Attorney General’s appointee or representative (the legal counsel of the institution) to all meetings of the Board, Executive Committee, and other Board committees.

**C. Annual Executive Summary.** The Board is required by statute to submit to the General Assembly and the Governor an annual executive summary of its interim activity and work no later than the first day of each regular session of the General Assembly. This report shall be submitted in accordance with procedures stipulated by law.

**D. Removal of Board Members.** If any member of the Board fails to attend (i) the meetings of the Board for one year without sufficient cause, as determined by a majority vote of the Board, or (ii) the educational programs for governing boards presented by the State Council of Higher Education for Virginia, and required by Virginia Code §23.1-1304 in the member's first two years of membership without sufficient cause, as determined by a majority vote of the board, the remaining members of the Board shall record such failure in the minutes at the Board's next meeting and notify the Governor, and the office of such member shall be vacated. (Virginia Code §23.1-1300(E))

In accordance with Virginia Code §23.1-1300(C), the Governor has the authority to remove from office for malfeasance, misfeasance, incompetence, or gross neglect of duty any member of the Board and fill the vacancy resulting from the removal. Each appointment to fill a vacancy will be subject to confirmation by the General Assembly. The Governor will set forth, in a written public statement, the Governor's reasons for removing any member pursuant to this statute at the time the removal occurs. The Governor will be the sole judge of the sufficiency of the cause for removal as set forth in this statute.

**E. Resignation.** Any Board member may resign at any time by providing notice of the date of resignation to the Governor. Notice also shall be provided to the Rector so that the Board can take measures to accommodate said resignation. Such resignation shall take effect at the time specified in such notice and, unless otherwise specified therein, the acceptance of the resignation shall not be necessary for it to take effect.

## **Section 2 – Powers and Responsibilities**

Responsibilities of the Board include, but are not limited to, the following:

1. Control and expend funds of the University;
2. Establish fees, tuition, and other charges imposed on students;
3. Approve the University's budgets;
4. Appoint the President of the University;
5. Approve the strategic plans of the University;
6. Confer degrees;
7. Promote the purpose and mission of the University;
8. Adopt rules and regulations for governing employment and employees, and approve promotions, tenure, salaries of employees;

9. Name buildings and other major facilities;
10. Approve certain real property transactions; and
11. Adopt rules and regulations governing student conduct.

### **Section 53 -- Advisory Representatives**

**A. Appointments.** The Board is to appoint one faculty member and one student as non-voting, advisory representatives to the Board. Representatives are appointed at the annual meeting which is the last meeting of the fiscal year, and serve one-year terms commencing July 1 following their appointment and ending June 30.

The faculty representative shall be the President of the Radford University Faculty Senate (Faculty Senate President), provided that said individual shall serve no more than two consecutive terms as faculty representative to the Board of Visitors. If the same individual shall serve more than two consecutive terms as Faculty Senate President, the faculty representative to the Board shall be appointed from a list of three faculty members submitted by the Faculty Senate. Should the faculty representative resign as faculty senate president during his/her term on the Board of Visitors, the new faculty senate president shall fill the remaining term on the Board of Visitors of the individual who resigned; in the event an individual assumes the role as faculty representative for a period of 180 days or more, that period will count as one full term.

The student representative shall be the President of the Student Government Association. Should the student representative resign as President of the Student Government Association during his/her term on the Board of Visitors, the new student government president shall fill the remaining term on the Board of Visitors of the individual who resigned. are appointed from a list of three students submitted by the President after consultation with appropriate members of the administration and such other individuals as the President deems necessary. The three nominees for student representative shall make a brief presentation to the Board of Visitors at the annual meeting at which the student representative will be appointed.

**B. Responsibilities.** Advisory representatives have the responsibility to support the best interests of the University and to work with members of the Board for the continuing operation and development of the institution as a comprehensive state university. They are expected to participate in all regular meetings of the Board. Each advisory representative will be appointed as a non-voting member of at least one standing committee, but may not chair a committee. Advisory representatives may submit agenda items for discussion and information to be considered by the Board by presenting them to the President in advance of meetings, but may not make motions or introduce new items at meetings. Advisory representatives may not attend closed meetings except by invitation of the Board.

### **Section 3 Article II – Meetings**

#### **Section 1 – A. Regular Meetings.**

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The Board meets in regular session four times each fiscal year, on dates established by the Board. The last regular meeting of each fiscal year is designated as the “annual meeting” of the Board.

**Section 2 – ~~B~~-Special Meetings.** Special meetings may be called by the Rector or upon the request of any five voting members of the Board. Requests for a special meeting must be submitted to the Secretary to the Board (“Secretary”), who has the ministerial responsibility for making arrangements for the special meeting.

**Section 3 – ~~C~~-Notice.** Notice of meetings must be published and provided to the Board and the public by the Secretary in accordance with these Bylaws and state law.

**Section 4 ~~D~~ – Quorum and Votes.** A simple majority of the Board constitutes a quorum. Unless otherwise required by statute, actions of the Board are taken by simple majority of those present and voting.

**~~E~~Section 5 – Individual Member(s) Participation via Electronic Communications.**

**1A.** 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 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 in accordance with the Code of Virginia §2.2-3708.3 and provided that:

**a1.** 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, the member identifies with specificity the nature of the 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.

**2b.** 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.

**3e.** The Board shall make arrangements for the voice of the remote participant to be heard by all persons at the primary location.

**4d.** If any request for participation via electronic communication from a remote location is denied, the decision and rationale will be reflected in the minutes with specificity.

**Section 6 – ~~F~~-All-Virtual Meetings.**

A. ~~\_\_\_\_\_~~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.

B. ~~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;

~~C2.~~ Public access to the all-virtual public meeting is provided via electronic communication means;

~~3D.~~ 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. When audio-visual technology is available, a member of the Board shall, for purposes of a quorum, be considered absent from any portion of the meeting during which visual communication with the member is voluntarily disconnected or otherwise fails or during which audio communication involuntarily fails;

~~E4.~~ 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;

~~F5.~~ 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;

~~G6.~~ 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;

~~7H.~~ 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;

~~I8.~~ 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;

~~J9.~~ The Board does not convene an all-virtual public meeting (i) more than two times per calendar year or 50 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

~~K10.~~ ~~\_\_\_\_\_~~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.

~~L.H.~~\_\_\_\_\_ 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.

~~M.~~\_\_\_\_\_ Before the Board uses all-virtual public meetings or allows members to use remote participation as described above, the Board shall at least once annually, by recorded vote at a public meeting, adopt Bylaws or a policy, that comply with the requirements of Virginia Code §2.2-3708.3(D).

~~Section 7 – G.~~\_\_\_\_\_ **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.

~~Section 8 – H.~~ **Tuition Notice and Public Comment.** In accordance with Code of Virginia, §23.1-307(D) and (E), Radford University will provide public notice at least 30 days prior to considering an increase undergraduate tuition or mandatory fees. The Radford University Board of Visitors will announce a public comment forum prior to the vote. The procedures for the Public Comment Session are approved by the Board of Visitors and maintained on the Board of Visitors website.

~~Section Article III~~4 – Officers

~~A.~~ **Section 1 – Officers.** The officers of the Board are Rector, ~~and~~ Vice Rector, ~~and~~ Secretary.

~~B.~~ **Section 2 – Election and Terms of the Rector and Vice Rector.** The officers are elected by the Board at the annual meeting in even numbered years of the Board and shall serve a term of ~~one~~ two years.

~~1.~~ **Nominating Committee.** The ~~Rector~~ Board will appoint a Nominating Committee and designate the Chair of the Committee. The Committee is to call for nominations from members of the Board ~~annually~~ in even numbered years, following the last regular meeting of the Board. Nominations from members are to be submitted in

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writing to the Chair no later than ten days after that call. The Committee will meet prior to the annual meeting to determine-validate the eligibility and interest of the candidates to serve a two-year term. Candidates shall be which nominations will be presented to the Board at the annual meeting in even numbered years. The Committee may offer more than one nominee for an office.

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

B. 3. Term. Newly elected officers assume office on July 1 following their election.

Each officer holds office for a term of one-two years ending the following June 30 or until the successor is elected, whichever is later. Officers may serve up to two consecutive terms; however, there is no limitation on the number of non-consecutive terms an officer may serve. In the event the Vice Rector assumes the office of Rector for a period of 180 days or more, that period will count as a full term.

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Section 3 – C. Rector. The Rector is charged with promoting a level of interest, involvement and activity among the members of the Board as will best contribute to (1) the establishment of proper policies, (2) wise planning, (3) intelligent and considerate observance of the rights of the faculty, administration, staff, and student body, and (4) the maintenance of the independence of the Board, all of which will enhance the future welfare of the University.

Specific responsibilities include presiding at Board meetings; appointing all committees, unless otherwise provided in the Bylaws or directed by the Board; acting as the Board's primary spokesperson or representative; and performing such other duties as are generally expected of the presiding officer or are imposed by statute, Bylaws, or action of the Board.

Section 4 – D. Vice Rector. If the Rector is temporarily absent or unavailable, the Vice Rector presides over meetings and assumes all powers, duties and functions of the Rector. In the event of the death, permanent disability or resignation of the Rector, or should the Rector become otherwise permanently unable to perform the duties and functions of the office, the Vice Rector will become Rector for the remainder of the term, and a new Vice Rector will be elected.

Section 5 – Secretary. The Secretary keeps a faithful record of all proceedings and posts minutes of each open meeting on the board's website consistent with the Code of Virginia. He or she shall attend all meetings of the Board of Visitors and its committees and shall record the minutes of all proceedings. The Secretary shall prepare minutes of such meetings that, after approval by the Board, shall be recorded in the permanent records of the Board of Visitors.

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A. Additional Duties. In addition to the foregoing, the Secretary shall perform those functions and have those duties or responsibilities which are usual to the duties of a secretary and shall assist the Board of Visitors in the discharge of its official duties, to include the following:

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1. The secretary conducts correspondence for the board.
2. The secretary provides the board members and the public notice of time and place for meetings. Code of Virginia Title 2.2, Chapter 37, § 2.2-3711.



3. The secretary sees that all documents entrusted in his or her care are filed and safely kept at the university.
4. The secretary shall maintain a historical archive of all board activities, including decisions, resolutions, motions, and votes, to preserve institutional knowledge.
5. The secretary makes documents in his or her care available for inspection by the board or any committee of the board.
6. The secretary surrenders documents under his or her control only to an agent or officer authorized to receive them and upon proper receipt therefor.
7. The secretary coordinates clerical and administrative support for all committees.
8. The secretary provides a copy of the *Manual of the Board of Visitors* and all other appropriate materials to the members of the board when they are appointed and when any significant changes are made to the manual.

B. The Secretary shall be under the immediate direction of the President and perform such other duties as may be assigned to him or her by the Board, the Rector, the Vice Rector, or the President.

C. **Election and Term.** Upon the nomination of the President and the Rector in concurrence, the Board of Visitors shall elect a Secretary to serve for a term of four years or until his or her successor is elected. Any vacancy in the office shall be filled for the unexpired term in the same manner as election for the full term.

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## **Section 5 — Advisory Representatives**

**A. Appointments.** ~~The Board is to appoint one faculty member and one student as non-voting, advisory representatives to the Board. Representatives are appointed at the annual meeting which is the last meeting of the fiscal year, and serve one-year terms commencing July 1 following their appointment and ending June 30.~~

~~The faculty representative shall be the President of the Radford University Faculty Senate (Faculty Senate President), provided that said individual shall serve no more than two consecutive terms as faculty representative to the Board of Visitors. If the same individual shall serve more than two consecutive terms as Faculty Senate President, the faculty representative to the Board shall be appointed from a list of three faculty members submitted by the Faculty Senate. Should the faculty representative resign as faculty senate president during his/her term on the Board of Visitors, the new faculty senate president shall fill the remaining term on the Board of Visitors of the individual who resigned; in the event an individual assumes the role as faculty representative for a period of 180 days or more, that period will count as one full term.~~

~~The student representatives are appointed from a list of three students submitted by the President after consultation with appropriate members of the administration and such other individuals as the President deems necessary. The three nominees for student representative shall make a brief presentation to the Board of Visitors at the annual meeting at which the student representative will be appointed.~~

**B. Responsibilities.** ~~Advisory representatives have the responsibility to support the best interests of the University and to work with members of the Board for the continuing operation and development of the institution as a comprehensive state university. They are~~

~~expected to participate in all regular meetings of the Board. Each advisory representative will be appointed as a non-voting member of at least one standing committee, but may not chair a committee. Advisory representatives may submit agenda items for discussion and information to be considered by the Board by presenting them to the President in advance of meetings, but may not make motions or introduce new items at meetings. Advisory representatives may not attend closed meetings except by invitation of the Board.~~

## **Section 6Article IV – Committees**

### **Section 1 – A. Executive Committee.**

**A. Composition.** The Executive Committee is comprised of the Rector, the Vice Rector, and ~~the chair~~three members elected at-large by the Board of the standing committees. ~~The immediate past Rector serves as an ex-officio member.~~ The Rector serves as Chair of the Committee.

**B. Responsibilities.** ~~4.~~—The Executive Committee is authorized and required to:

1. Organize the working processes of the Board;
2. ~~b.~~—Recommend best practices for Board governance;
3. ~~e.~~—Develop and recommend to the Board a statement of governance setting forth the Board's role;
4. ~~d.~~—Periodically review the Board's Bylaws and recommend amendments;
5. ~~e.~~—Provide advice to the Board on committee structure, appointments, and meetings;
6. ~~f.~~—Develop an orientation and continuing education process for Board members that includes training on the Virginia Freedom of Information Act;
7. ~~g.~~—Create, monitor, oversee, and review compliance by Board members with the University's Code of Ethics, adopted August 23, 2007, which Code is equally applicable to Board members as well as other members of the University community;
8. ~~h.~~—Develop a set of qualifications and competencies for membership on the Board for approval by the Board and recommendation to the Governor.
9. ~~i.~~—Conduct an annual evaluation of the President as required by these Bylaws in a closed meeting and present its findings and recommendations to the Board.

**B. Delegated Authority.** ~~2.~~—Additionally, the Executive Committee is authorized to convene and exercise the full power and authority of the Board between meetings of the Board whenever circumstances require immediate action to address matters of an urgent nature, or as the Board may otherwise direct.

**C. Quorum.** —A simple majority constitutes a quorum. In the event that a quorum is not present, other members of the Board may be appointed by the Rector to serve in the place

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of absent members on an ad hoc and temporary basis in order that a quorum may be attained.

**D. Notice to the Board.** —The Secretary to the Board is to inform promptly all members of the Board of any action taken by the Executive Committee. The Rector is to report actions taken by the Executive Committee at the next full meeting of the Board.

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**Section 2 – Standing Committees.**

**B.**

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**A. 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.

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**B. Composition.** —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.

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**C. Quorum.** —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.

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**D.** —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.

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**Section 3 – C. Special Committees.** Special or ad hoc committees are established by the Board or the Rector for an expressed purpose and limited duration. Special committees may have no fewer than four members appointed by the Rector, who may change the membership at any time. The Rector designates the Chair of special committees.

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**Section 7 Article V – Policies and Procedures.**

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Subject to state law and these Bylaws, the Board may adopt rules and regulations and may establish specific policies or procedures for the operation of the University and, to the extent not inconsistent with these Bylaws, for the Board's own governance. All such policies and procedures in existence on the date of the adoption of these Bylaws, and all policies and procedures subsequently adopted by the Board must be published and are binding on all affected university constituents. The President shall be responsible for the publication and implementation of all policies and procedures of the Board.

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**Article VI – Employees**

## **Section 1 – The President**

The President serves at the pleasure of the Board of Visitors or pursuant to contract with the Board. The President is the Chief Executive Officer of the University and oversees the overall operation of the University. The President is expected to provide leadership to the University community in the development of its mission and programs. The President directs the University's administration, faculty and staff, and oversees the financial affairs of the University and the use and maintenance of its physical facilities. The President supports the fund-raising and advancement efforts of public and private entities on behalf of the University and serves as the University's representative and official spokesperson. The President must act in accord with the policies and direction of the Board. The President must perform the duties and exercise the authority of the office in accordance with all applicable federal and state laws and regulations.

The President may delegate specific duties, in whole or in part, to other employees of the University. However, the President remains responsible for the performance of the delegate as to all matters within the President's authority.

The Board shall meet with the President, at least annually, in a closed meeting, and deliver an evaluation of the President's performance. A preliminary evaluation report is to be submitted by the Executive Committee to the Board, which report serves as the initial basis for the Board's review and evaluation. Objectives for the coming year will also be presented to the Board by the President at the time of the evaluation.

Any changes to the President's contract shall be made only by vote of a majority of all members of the Board.

## **Section 2 – Provost, Vice Presidents and Direct Reports to the President**

The Provost, Vice Presidents and all direct reports to the President are selected by the President, subject to approval by the Board, and serve at the pleasure of the President, or upon such other terms as agreed by the employee, the President, and the Board.

## **Section 3 – University Auditor**

The University Auditor is responsible for the University's internal audit function, which provides independent appraisals and reviews of University operations. The University Auditor is administratively responsible to the President, but is functionally accountable to the Board of Visitors. The University Auditor is appointed by, and reports to, the Board or a Board committee, as directed by the Board. In addition to the general responsibilities of the position, the University Auditor performs such duties incidental to the office as assigned by the Board or the President

## **~~Article III – Miscellaneous~~**

## **~~Section Article VII~~ – Suspension or Amendment of Bylaws**

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These Bylaws may be suspended or amended in whole or in part at any meeting of the Board of Visitors.

**~~Section 2~~ Article VIII – Parliamentary Authority**

Unless otherwise specified by these Bylaws, all Board and committee meetings, actions, and rulings will be guided by the most current edition of Robert's Rules of Order Newly Revised (most recent edition).

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Executive Committee

The following document is submitted by Mr. Dale Ardizzone.

# **RADFORD UNIVERSITY BOARD OF VISITORS BYLAWS**

## **PREAMBLE**

The Board of Visitors of Radford University (“the Board”) adopts these Bylaws to provide for the orderly, consistent and efficient conduct of its business as the governing body of Radford University (“the University”).

As public trustees the Board has the responsibility and authority, subject to constitutional and statutory limitations, for the continuing operation, development of evolving policies, and financial oversight of the University. Much of this authority necessarily is delegated to the President, who serves as the agent of the Board and as Chief Executive Officer of the University.

It is acknowledged and understood that the University and the Board are at all times subject to the control and legislative enactments of the General Assembly of the Commonwealth of Virginia.

## **Article I – The Board of Visitors**

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**A. Legal Status and Composition.** The Board of Visitors of Radford University is created by Va. Code §23.1-2100. Membership of the Board, method and terms of appointment, and the method of filling vacancies are provided by statute (Va. Code §23.1-1300).

**B. General Operations.** The Board is required by law to, and does:

1. Strive to be transparent in its operations, and operate entirely openly to the extent required by law.
2. Comply with the Commonwealth of Virginia’s Freedom of Information Act (Code of Va. §2.2-3700, et seq.), including but not limited to the following:
  - a. Record minutes of each open meeting and post the minutes on the Board’s website in accordance with subsection I of §2.2-3707 and §2.2-3707.1;
  - b. Conduct all discussions and actions on any topic not specifically exempted by §2.2-3711 in open meeting;
  - c. Give public notice of all meetings in accordance with subsection D of §2.2-3707; and
  - d. Approve in open meeting any action taken in closed meeting before it can have any force and effect in accordance with subsection B of §2.2-3711.

3. Notify and invite the Attorney General's appointee or representative (the legal counsel of the institution) to all meetings of the Board, Executive Committee, and other Board committees.

**C. Annual Executive Summary.** The Board is required by statute to submit to the General Assembly and the Governor an annual executive summary of its interim activity and work no later than the first day of each regular session of the General Assembly. This report shall be submitted in accordance with procedures stipulated by law.

**D. Removal of Board Members.** If any member of the Board fails to attend (i) the meetings of the Board for one year without sufficient cause, as determined by a majority vote of the Board, or (ii) the educational programs for governing boards presented by the State Council of Higher Education for Virginia, and required by Virginia Code §23.1-1304 in the member's first two years of membership without sufficient cause, as determined by a majority vote of the board, the remaining members of the Board shall record such failure in the minutes at the Board's next meeting and notify the Governor, and the office of such member shall be vacated. (Virginia Code §23.1-1300(E))

In accordance with Virginia Code §23.1-1300(C), the Governor has the authority to remove from office for malfeasance, misfeasance, incompetence, or gross neglect of duty any member of the Board and fill the vacancy resulting from the removal. Each appointment to fill a vacancy will be subject to confirmation by the General Assembly. The Governor will set forth, in a written public statement, the Governor's reasons for removing any member pursuant to this statute at the time the removal occurs. The Governor will be the sole judge of the sufficiency of the cause for removal as set forth in this statute.

**E. Resignation.** Any Board member may resign at any time by providing notice of the date of resignation to the Governor. Notice also shall be provided to the Rector so that the Board can take measures to accommodate said resignation. Such resignation shall take effect at the time specified in such notice and, unless otherwise specified therein, the acceptance of the resignation shall not be necessary for it to take effect.

## **Section 2 – Powers and Responsibilities**

Responsibilities of the Board include, but are not limited to, the following:

1. Control and expend funds of the University;
2. Establish fees, tuition, and other charges imposed on students;
3. Approve the University's budgets;
4. Appoint the President of the University;
5. Approve the strategic plans of the University;
6. Confer degrees;



7. Promote and preserve the purpose and mission of the University;
8. Adopt rules and regulations for governing employment and employees, and approve promotions, tenure, salaries of employees;
9. Name buildings and other major facilities;
10. Approve certain real property transactions; and
11. Adopt rules and regulations governing student conduct.

### Section 3 – Meetings

- A. Regular Meetings.** The Board meets in regular session four times each fiscal year, on dates established by the Board. The last regular meeting of each fiscal year is designated as the “annual meeting” of the Board.
- B. Special Meetings.** Special meetings may be called by the Rector or upon the request of any five voting members of the Board. Requests for a special meeting must be submitted to the Secretary to the Board (“Secretary”), who has the ministerial responsibility for making arrangements for the special meeting.
- C. Notice.** Notice of meetings must be published and provided to the Board and the public by the Secretary in accordance with these Bylaws and state law.
- D. Quorum and Votes.** A simple majority of the Board constitutes a quorum. Unless otherwise required by statute, actions of the Board are taken by simple majority of those present and voting.

#### **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 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 in accordance with the Code of Virginia §2.2-3708.3 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, the member identifies with specificity the nature of the 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 unless approved by the Rector and affirmed by the remaining board members.

- 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. The Board shall make arrangements for the voice of the remote participant to be heard by all persons at the primary location.
- d. If any request for an exemption to the participation via electronic communication from a remote location limitation is denied, the decision and rationale will be reflected in the minutes with specificity.

#### **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 including, without limitation:-

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. When audio-visual technology is available, a member of the Board shall, for purposes of a quorum, be considered absent from any portion of the meeting during which visual communication with the member is voluntarily disconnected or otherwise fails or during which audio communication involuntarily fails;
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 50 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~~ applies 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.

Before the Board uses all-virtual public meetings or allows members to use remote participation as described above, the Board shall at least once annually, by recorded vote at a public meeting, adopt Bylaws or a policy, that comply with the requirements of Virginia Code §2.2-3708.3(D).

**G. Agenda.** The draft agenda for each meeting is to be prepared by the President or the President's designee, and approved by the Rector sufficiently in advance of the meeting. 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 and no less than 3 business days prior to the start of the meeting.

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 shall be the ~~is~~ approval of the agenda. Proposed amendments to the agenda may be considered at that time.

**H. Tuition Notice and Public Comment.** In accordance with Code of Virginia, §23.1-307(D) and (E), Radford University will provide public notice at least 30 days prior to considering an increase in undergraduate tuition or mandatory fees. The Radford University Board of Visitors will announce a public comment forum prior to the vote. The procedures for the Public

Comment Session ~~shall be~~ are approved by the Board of Visitors and maintained on the Board of Visitors website.

## Section 4 – Officers

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

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

**1. Nominating Committee.** The Rector will appoint a Nominating Committee and designate the Chair of the Committee. The Committee is to call for nominations from members of the Board annually, following the last regular meeting of the Board. Nominations from members are to be submitted in writing to the Chair no later than ten days after that call. The Committee will meet prior to the annual meeting to review the ~~determine which~~ nominations and formulate any recommendations, as applicable, to ~~–will be~~ presented to the Board. The Committee shall present all nominations ~~may offer more than one nominee~~ for an office to the Board.

**2. Nominations from the Floor.** Nominations from the floor will be taken during the annual meeting.

**3. Term.** Newly elected officers assume office on July 1 following their election. Each officer holds office for a term of one year ending the following June 30 or until the successor is elected, whichever is later even if that officer's term on the Board has expired and the officer is no longer a voting member of the Board. Officers may serve up to two consecutive terms; however, there is no limitation on the number of non-consecutive terms an officer may serve. In the event the Vice Rector assumes the office of Rector for a period of 180 days or more, that period will count as a full term.

**C. Rector.** The Rector is charged with promoting a level of interest, involvement and activity among the members of the Board as will best contribute to (1) the establishment of proper policies, (2) wise planning, (3) intelligent and considerate observance of the rights of the faculty, administration, staff, ~~and~~ student body and members of the Board of Visitors, and (4) the maintenance of the independence of the Board, all of which will enhance the future welfare of the University.

Specific responsibilities include presiding at Board meetings; appointing all committees, unless otherwise provided in the Bylaws or directed by the Board; acting as the Board's primary spokesperson or representative; and performing such other duties as are generally expected of the presiding officer or are imposed by statute, Bylaws, or action of the Board.

**D. Vice Rector.** If the Rector is temporarily absent or unavailable, the Vice Rector presides over meetings and assumes all powers, duties and functions of the Rector. In the event of the death, permanent disability or resignation of the Rector, or should the Rector become otherwise permanently unable to perform the duties and functions of the office, the Vice Rector will become Rector for the remainder of the term, and a new Vice Rector will be elected.

## Section 5 -- Advisory Representatives



- A. Appointments.** The Board is to appoint one faculty member and one student as non-voting, advisory representatives to the Board. Representatives are appointed at the annual meeting which is the last meeting of the fiscal year, and serve one-year terms commencing July 1 following their appointment and ending June 30.

The faculty representative shall be the President of the Radford University Faculty Senate (Faculty Senate President), provided that said individual shall serve no more than two consecutive terms as faculty representative to the Board of Visitors unless otherwise authorized by the Rector and affirmed by the Board. If the same individual shall serve more than two consecutive terms as Faculty Senate President but not be otherwise authorized to remain on the Board, the new faculty representative to the Board shall be appointed from a list of three faculty members submitted by the Faculty Senate. Should the faculty representative resign as faculty senate president during his/her term on the Board of Visitors, the new faculty senate president shall fill the remaining term on the Board of Visitors of the individual who resigned; in the event an individual assumes the role as faculty representative for a period of 180 days or more, that period will count as one full term.

The student representatives are appointed from a list of three students submitted by the President after consultation with appropriate members of the administration and such other individuals as the President deems necessary. The three nominees for student representative shall make a brief presentation to the Board of Visitors at the annual meeting at which the student representative will be appointed.

- B. Responsibilities.** Advisory representatives have the responsibility to support the best interests of the University and to work with members of the Board for the continuing operation and development of the institution as a comprehensive state university. They are expected to participate in all regular meetings of the Board. Each advisory representative will be appointed as a non-voting member of at least one standing committee, but may not chair a committee. Advisory representatives may submit agenda items for discussion and information to be considered by the Board by presenting them to the President in advance of meetings, but may not make motions or introduce new items at meetings. Advisory representatives may not attend closed meetings except by invitation of the Board.

## Section 6 – Committees

- A. Executive Committee.** The Executive Committee is comprised of the Rector, the Vice Rector, and the chairs of the standing committees. The immediate past Rector serves as an ex-officio member. The Rector serves as Chair of the Committee.

1. The Executive Committee is authorized and required to:
  - a. Organize the working processes of the Board;
  - b. Recommend best practices for Board governance;
  - c. Develop and recommend to the Board a statement of governance setting forth the Board's role;
  - d. Periodically review the Board's Bylaws and recommend amendments;

- e. Provide advice to the Board on committee structure, appointments, and meetings;
  - f. Develop an orientation and continuing education process for Board members that includes training on the Virginia Freedom of Information Act;
  - g. Create, monitor, oversee, and review compliance by Board members with the University's Code of Ethics, adopted August 23, 2007, which Code is equally applicable to Board members as well as other members of the University community;
  - h. Develop a set of qualifications and competencies for membership on the Board for approval by the Board and recommendation to the Governor.
  - i. Conduct an annual evaluation of the President as required by these Bylaws in a closed meeting and present its findings and recommendations to the Board.
2. Additionally, the Executive Committee is authorized to convene and exercise the full power and authority of the Board between meetings of the Board whenever circumstances require immediate action to address matters of an urgent nature, or as the Board may otherwise direct.

A simple majority of the Executive Committee constitutes a quorum. In the event that a 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.

The Secretary to the Board is to inform promptly all members of the Board of any action taken by the Executive Committee. The Rector is to report actions taken by the Executive Committee at the next full meeting of the Board.

#### **B. Standing Committees.**

Annually, the Executive Committee, along with the President, will assess current standing committee structure and the ir alignment with the 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 standing 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.

**C. Special Committees.** Special or ad hoc committees ~~are~~may be established by the Board or the Rector for an expressed purpose and limited duration. Special committees may have no fewer than four members appointed by the Rector, who may change the membership at any time. The Rector designates the Chair of special committees.

## **Section 7 – Policies and Procedures.**

Subject to Virginia state law and these Bylaws, the Board may adopt rules and regulations and may establish specific policies or procedures for the operation of the University and, to the extent not inconsistent with these Bylaws, for the Board's own governance. All such policies and procedures in existence on the date of the adoption of these Bylaws, and all policies and procedures subsequently adopted by the Board, must be published and are binding on all affected university constituents. The President shall be responsible for the publication and implementation of all policies and procedures of the Board.

## **Article II – Employees**

### **Section 1 – The President**

The President serves at the pleasure of the Board of Visitors or pursuant to contract with the Board. The President is the Chief Executive Officer of the University and oversees the overall operation of the University. The President is expected to provide leadership to the University community in the development of its mission and programs. The President directs the University's administration, faculty and staff, and oversees the financial affairs of the University and the use and maintenance of its physical facilities. The President supports the fund-raising and advancement efforts of public and private entities on behalf of the University and serves as the University's representative and official spokesperson. The President must act in accord with the policies and direction of the Board. The President must perform the duties and exercise the authority of the office in accordance with all applicable federal and state laws and regulations.

The President may delegate specific duties, in whole or in part, to other employees of the University. However, the President remains responsible for the performance of the delegate as to all matters within the President's authority.

The Board shall meet with the President, at least annually, in a closed meeting, and deliver an evaluation of the President's performance. A preliminary evaluation report is to be submitted by the Executive Committee to the Board, which report serves as the initial basis for the Board's review and evaluation. Objectives for the coming year will also be presented to the Board by the President at the time of the evaluation.

Any changes to the President's contract shall be made only by vote of a majority of all members of the Board.

## **Section 2 – Provost, Vice Presidents and Direct Reports to the President**

The Provost, Vice Presidents and all direct reports to the President are selected by the President, subject to approval by the Board, and serve at the pleasure of the President, or upon such other terms as agreed by the employee, the President, and the Board.

## **Section 3 – University Auditor**

The University Auditor is responsible for the University's internal audit function, which provides independent appraisals and reviews of University operations. The University Auditor is administratively responsible to the President, but is functionally accountable to the Board of Visitors. The University Auditor is appointed by, and reports to, the Board or a Board committee, as directed by the Board. In addition to the general responsibilities of the position, the University Auditor performs such duties incidental to the office as assigned by the Board or the President

## **Article III – Miscellaneous**

### **Section 1 – Suspension or Amendment of Bylaws**

These Bylaws may be suspended or amended in whole or in part at any meeting of the Board of Visitors.

### **Section 2 – Parliamentary Authority**

Unless otherwise specified by these Bylaws, all Board and committee meetings, actions, and rulings will be guided by the most current edition of Robert's Rules of Order Newly Revised (most recent edition).





## Executive Committee

Ms. Jennifer Wishon Gilbert proposed a discussion regarding the restriction on the faculty senate president shown below.

- A. Appointments.** The Board is to appoint one faculty member and one student as non-voting, advisory representatives to the Board. Representatives are appointed at the annual meeting which is the last meeting of the fiscal year, and serve one-year terms commencing July 1 following their appointment and ending June 30.

The faculty representative shall be the President of the Radford University Faculty Senate (Faculty Senate President), provided that said individual shall serve no more than two consecutive terms as faculty representative to the Board of Visitors. If the same individual shall serve more than two consecutive terms as Faculty Senate President, the faculty representative to the Board shall be appointed from a list of three faculty members submitted by the Faculty Senate. Should the faculty representative resign as faculty senate president during his/her term on the Board of Visitors, the new faculty senate president shall fill the remaining term on the Board of Visitors of the individual who resigned; in the event an individual assumes the role as faculty representative for a period of 180 days or more, that period will count as one full term.

**Dr. Betty Jo Foster proposed a discussion** on the timing of electing the rector. She noted that issues in the past have occurred when appointments to the BOV were not affirmed until after July 1, which is the date that newly elected officers assume office.

# Minutes



Radford  
UNIVERSITY



Quarterly Meeting  
9:00 a.m.  
September 12, 2025  
Kyle Hall, Room 340, Radford VA  
DRAFT  
Minutes

**Board Members Present**

Ms. Jennifer Wishon Gilbert, Vice Rector  
Mr. Dale Ardizzone  
Ms. Jeanne Armentrout  
Ms. Betsy Beamer  
Ms. Joann Craig  
Ms. Callie Dalton  
Mr. William C. Davis  
Dr. Betty Jo Foster  
Ms. Mary Anne Holbrook  
Mr. George Mendiola, Jr.  
Mr. Anthony Moore  
Mr. David A. Smith  
Mr. Jonathan Sweet  
Mr. James C. Turk

**Board Members Absent**

Mr. Tyler W. Lester, Rector

**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  
Mr. Ryan Bowyer, Chief of Staff

### **Call to Order**

Vice Rector Jennifer Wishon Gilbert called the meeting to order at 9:00 a.m. in Kyle Hall, 340. Vice Rector Gilbert noted that Rector Tyler Lester was unable to attend due to a new position in Washington, D.C. that started the same week as the Board meeting.

### **Approval of Agenda**

Vice Rector Jennifer Wishon Gilbert requested approval of the agenda. The approval of the agenda was motioned, seconded, and approved unanimously.

### **Approval of Minutes**

Vice Rector Jennifer Wishon Gilbert requested approval of the minutes from the June meeting. The June 2025 minutes were motioned, seconded, and approved unanimously.

### **The Radford Experience**

Jennifer Wishon Gilbert asked Athletic Director Robert Lineburg to introduce Macy Johnson, a women's golf player from Salem, Virginia. Johnson is the reigning Big South Conference Women's Golf Student-Athlete of the Year.

Ms. Johnson shared reflections on her student-athlete experience, highlighting the support of Radford's faculty, the ability to balance academics and athletics through strong communication and planning, the sense of community, and the family she has found as a Highlander.

### **President's Report**

President Bret Danilowicz provided a report on recent Radford University activities and performance. A copy of the President's remarks are attached as Attachment A and are made a part hereof.

### **Strategic Planning 2026-2031 Update**

Strategic Planning Committee co-chairs Dr. Sharon Roger Hepburn and Dr. Angela Joyner presented an update on the development of the new six-year strategic plan, *Shaping Tomorrow – Together*, which is scheduled to launch in January 2026.



The co-chairs reviewed the timeline and extensive campus engagement leading to the current draft, including committee work launched in September 2024 and with broad input from faculty, staff, and stakeholders. Of important note, the co-chairs noted the shift to six overarching themes as this was a major update to the organizational structure of the plan. The new six overarching themes are as follows: (1) Culture of care, (2) Academic achievement and intellectual discovery, (3) Student success and experiential learning, (4) Strategic partnerships and community engagement, (5) Organizational excellence and continuous improvement, and (6) Communication and collaboration. In addition, six Bold Commitments were introduced. These are as follows: (1) Guaranteeing experiential learning for students and supporting workforce needs, (2) Building and fostering a culture of care, (3) Becoming the premier destination for healthcare education and talent in Southwest Virginia, (4) Modernizing technology and business processes, (5) Expanding regional economic opportunities and partnerships, and (6) Building affinity for and pride in Radford University.

### **Report from the Academic Excellence and Student Success Committee**

Dr. Betty Jo Foster reported that the committee met on September 11, 2025.

Dr. Foster reported that discussion centered on the Academic Points of Pride, a discussion on priorities coming out of the Division of Academic Affairs, and three major responsibilities the division had in the two-year strategic plan.

No action items were presented by the committee for Board vote and approval.

### **Report from the Business Affairs and Audit Committee**

Ms. Jeanne Armentrout reported that the Business Affairs and Audit Committee met on September 11.

Ms. Armentrout reported that Ms. Margaret McManus, University Auditor, gave an overview of four audit reports: FY 2025 activity report, FY 2025 actual expenditures and staff hours, FY 2026 projected expenditures and staff hours, and FY 2025 balance scorecard. In addition, they were informed of five other audit reports: Fixed asset verifications, IT cloud hosted account management on applicant insight, IT cloud hosted account management on I9, FY 2025 inventory, and College transition audit for the college of humanities and behavioral sciences.

Ms. Armentrout reported that Rob Hoover, Vice President for Finance and Administration, gave an overview of the financial performance report for 2024 - 2025; included review of year-end financial activity as of June 30, 2025; discussed the six-year plan for board consideration; the 2025 - 2026 proposed operating budget for Board consideration; and AP faculty handbook revisions for Board consideration.

Five items as a block were presented for approval out of committee. These are the FY 2025 - 2026 audit plan, the 2026 - 2032 six-year capital plan, the six-year plan to be submitted to Op-

Six, the FY 2025 - 2026 operating budget, and various changes and revisions to AP faculty handbook. This block was approved unanimously.

### **Report from the Enrollment Management and Brand Equity**

Ms. Jennifer Wishon Gilbert reported that the committee met on September 11, 2025.

**University Communications Plan:** Dr. David Perryman and Ms. Cecilia Crowe reported on a new university communications plan intended to strengthen strategic communication with internal and external stakeholders, prospective students, and the public.

**Fall Census / Enrollment Update:** The committee reported stable tuition and enrollment, with growth in full-time, first-year students on the main campus and stable graduate enrollment. Total university enrollment reached 7,863 students, exceeding the goal by approximately 50 students. Enrollment strategies were discussed; specific details can be found in the committee minutes.

No action items were presented by the committee for Board vote and approval.

### **Report from the External Engagement Committee Report**

Ms. Betsy Beamer, Chair, reported that the committee met on September 11. She presented highlights of external engagement and partnerships. Ms. Beamer then gave updates on Advancement and Alumni Relations. Specific details regarding both of these updates may be found in the committee minutes.

No action items were presented by the committee for Board vote and approval.

### **Report from the Student Affairs and Athletics Committee**

Mr. David Smith, Chair, reported that the committee met on September 11. He presented highlights from the meeting, which included a robust presentation from the Student Government President, Mr. Owen Starr. He reported that then Susan Trageser, Vice President for Student Affairs, and Mr. Robert Lineburg, Director of Athletics, gave updates from their respective areas. Specific information regarding these updates may be found in those committee minutes.

No action items were presented by the committee for Board vote and approval.

### **Foundation Report**

Mr. George Mendiola, Jr., Board Liaison to the Radford University Foundation, provided an update. The Foundation completed a CEO transition to Derek Neal, previously Chief Financial Officer, ensuring continuity. A year-over-year asset comparison showed sustained growth over four years, driven by campaign success and market returns. Since fiscal year ending June 30, 2022, Foundation assets have increased 20.3%, enabling nearly \$22 million in university support,

scholarships, and student needs. The Highlander Hotel's integration into the Tapestry Collection by Hilton has produced favorable occupancy rates.

No action items were presented by the committee for Board vote and approval.

### **Student Representative Report**

Ms. Dominica Butler ("Dom"), Student Representative to the Board, delivered her inaugural presentation. Ms. Butler included key initiative themes in her remarks. She highlighted the need to strengthen student networking and engagement, to improve how students receive information through consistent communication systems, and to expand student involvement traditions. Further, Ms. Butler stated that planned outcomes from these efforts included developing a universal student communication structure, launching monthly student leader meetings through Student Involvement, and highlighting student organization contributions more regularly.

No action items were presented by the committee for Board vote and approval.

### **Closed Session**

A motion was made and seconded that the Board convene a closed session pursuant to §2.2-3711(A) items (1), (8), and (9) of the Virginia Freedom of Information Act for discussion of personnel matters related to the President's performance plan, consultation with legal counsel on Board statutory responsibilities and legal obligations, and matters related to gifts, bequests, and fundraising activities. The motion carried, and the Board entered closed session.

### **Reconvened Session and Resolution of Certification**

Upon return to the open session, the Board approved the Resolution of Certification affirming that only matters lawfully exempted under FOIA and identified in the motion were discussed in closed session. The resolution passed by roll call vote.

### **Adjournment**

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

Respectfully submitted,

Ryan Bowyer, Ed.D.

Chief of Staff

## End of Board of Visitors Materials

