



**New Member Orientation
Agenda
September 10, 2025
Mary Ann Jennings Hovis Memorial Board Room**

12:30 p.m.	Welcome President Bret Danilowicz
12:45 p.m.	Academic Excellence and Student Success Committee Academic Affairs – Dr. Bethany M. Usher Faculty Senate – Dr. Matt Close
1:15 p.m.	Enrollment Management and Strategic Communications Dr. Dannette Gomez Beane
1:45 p.m.	Break
2 p.m.	External Engagement Committee Economic Development and Corporate Education - Dr. Angela Joyner Advancement and Alumni Relations - Ms. Penny Helms White
2:45 p.m.	Student Affairs and Athletics Committee Students Affairs – Dr. Susan Trageser Athletics - Mr. Robert Lineburg
3:30 p.m.	Business Affairs and Audit Committee Finance and Administration – Dr. Rob Hoover Internal Audit – Ms. Margaret McManus
4 p.m.	Q&A
4:30 p.m.	Conclude



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Academic Affairs



Board of Visitors Orientation

September 10, 2025

Division of Academic Affairs Units

Artis College of Science and Technology

College of Education and Human Development

College of Humanities and Behavioral Sciences

College of Nursing

College of Visual and Performing Arts

Davis College of Business and Economics

Waldron College of Health and Human Services



Academic Affairs at Radford University cultivates an inclusive, experiential learning environment that ignites lifelong curiosity, and empowers graduates to lead thriving communities through service, research, and innovation.

Division of Academic Affairs Leadership and Responsibility

Artis College of
Science and
Technology
*Dean Steven
Bachrach*

College of
Education and
Human
Development
*Dean Tamara
Wallace*

College of
Humanities and
Behavioral Science
*Interim Dean Jeff
Aspelmeier*

College of Nursing
*Dean Wendy
Downey*

College of Visual
and Performing
Arts
*Dean Rachel
Williams*

Davis College of
Business and
Economics
*Dean Donna
McCloskey*

Waldron College of
Health and Human
Services
Dean Kenneth Cox

Provost and Senior
Vice President
Bethany M. Usher

Executive Assistant
to the Provost
Karen Montgomery

Finance and
Administration
*Director
Adam Neal*

Academic Affairs
*Associate Provost
Jeanne Mekolichick*

Career and Talent
Development
University Libraries
Center for Innovative
Teaching and Learning
Global Education
Undergraduate
research
Research and
Sponsored Programs

Student Success
*Assistant Provost
Jerel Benton*

Highlander Success
Center
Honors College

Curriculum and
Academic Quality
*Assistant Provost
Jessica Stowell*

Institutional
Effectiveness
Institutional Research
Undergraduate
Curriculum

Graduate Affairs
*Interim Assistant
Provost Agida
Manizade*

University Registrar
Katie Piper

Radford
University @
Roanoke
*Assistant Provost
Glen Mayhew*

Health Sciences
*Assistant Vice
President TBD*

Radford Online
*Assistant Vice
President TBD*



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Greatest Strengths

- Campus-wide commitment to excellent education, and a strong Center for Innovation in Teaching and Learning
- Commitment to experiential, career-relevant academic programs
- Strong Academic Affairs Leadership Team
- Faculty and staff professionally active and dedicated to mission
- State of the art facilities used for active learning and active doing



Challenges

- Sustainability of enrollment
 - Recruitment (first year, transfer, and graduate)
 - Retention
 - Completion/Graduation
- Curriculum Lifecycle and Academic Portfolio Evolution
- Complexity of processes



Board Responsibilities for Academic Excellence And Student Success Committee

Approve establishing or
closing academic degree
programs

Approve establishing,
merging, and closing
schools and colleges

Approve Teaching and
Research Faculty
Handbook updates

Approve Faculty Tenure
(notification of
promotions)



Advocacy, Support, and
Consultation

Notification of
Academic program
name changes

Notification of
Academic Affairs
updates and activities



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Discussion



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Faculty Senate Structure and Function

Dr. Matthew Close, Faculty Senate President

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Faculty Senate Structure



Composition

1. The number of seats apportioned to each College must equal or exceed the numbers of departments in that College (~number of departments plus 1-2 at-large college representatives)
2. 1 representative of the library faculty
3. 2 seats reserved for elected representatives of those adjunct and full-time temporary faculty

*Senators are elected by their departments or college for terms of two-years

Faculty Senate Structure



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Organization

Faculty Senate Executive Council

- President
- Vice President
- Secretary
- At-Large
- At-Large

Governance Committee

Faculty Issues Committee

Curriculum Committee

Resource Allocation Committee

Campus Environment Committee

Faculty Senate Function



“The purpose of the Faculty Senate is to enable the faculty to fulfill its function with respect to academic and educational policies and other affairs of Radford University. The Faculty Senate is intended to assure forceful and articulate representation of faculty interests and of the faculty view of the common good of the university community, in accordance with recognized principles of university governance.”

- **Radford University Faculty Senate Constitution**

Faculty Senate Function



- The official voice of the faculty on all matters which fall within its jurisdiction
- Serve as the official voice of the faculty in communication with the President and the Board of Visitors
- Be a legislative and advisory body representing the faculty

Faculty Senate Functions



- Admission, recruitment and retention policies
- Academic policies
- New undergraduate and graduate degrees, programs
- General education requirements
- College calendar
- University budget and fiscal exigency plan
- Procedures for evaluation of faculty and academic administrators
- Policies concerning faculty recruitment and appointments
- Policies concerning faculty raises and promotions
- Tenure standards and procedures
- Academic freedom and due process procedures for faculty
- Policies relating to serious allegations against faculty
- Procedures for release of nontenured faculty and dismissal of tenured faculty
- Grievance procedures for faculty
- Policies for selection and compensation of summer faculty
- Policies governing selection and roles of Department Chairpersons and academic Deans
- Process for faculty evaluation of Department Chairpersons
- Process for faculty evaluation, if any, of academic Deans
- Professional responsibilities and duties of faculty
- Fringe benefits and faculty welfare
- Summer school policies
- Traffic and parking policies

Faculty Senate Functions- Shared Governance



“At Radford University, **shared governance** addresses issues related to the core academic mission and also the administrative functions and policies related to implementing that mission. **Radford University is strongly committed to shared governance that includes all stakeholders because the resulting decisions will be better-informed and more sustainable than ones derived from one individual or from a cadre representing only one constituency.**”

-Overview of Shared Governance at Radford University

Faculty Senate Functions- Shared Governance



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Faculty Senate

Administrative and
Professional Faculty (AP)
Senate

Staff Senate

Student Government
Association

Functions of Representative Bodies:

- 1) Initiate
- 2) Approve
- 3) Review and Comment

Faculty Senate Functions- Shared Governance



- “The Teaching and Research Faculty shall maintain a representative body, the Faculty Senate, that shall speak for its members as a whole on matters of **curricula and programs, co-curricular offerings and resources, and professional standards and activities**, as well as on other issues that may affect the welfare of the university community.”-*Overview of Shared Governance at Radford University*
- “This Senate also shall be responsible for appointing faculty to represent their constituencies on Shared Governance committees except in cases where it is specified that members will be elected or chosen by some other means.”-*Overview of Shared Governance at Radford University*

Summary



The Faculty Senate...

- is structured in a way to allow for appropriate representation from all T&R faculty from each of the 7 Academic Colleges and from all T&R faculty classifications
- enables the faculty to fulfill its function with respect to academic and educational policies and other affairs of Radford University
- acts as the voice of the faculty to the University Administration and the Board of Visitors
- plays an important role in initiating, approving, and/or reviewing and recommending proposals related to
 - curricula and programs
 - co-curricular offerings and resources
 - professional standards and activities



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Questions?



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Enrollment Management and Strategic Communication



Enrollment Management and Strategic Communications



From first interest to final decision, we support students through personalized admissions, financial aid and storytelling that inspires.



EMSC Responsibility



Greatest Strengths

- Provide excellent customer service to prospective students, employees, and stakeholders
- Incorporate best practices in admissions, financial aid, marketing and communications to meet institutional goals
- Provide accessible and affordable pathways toward enrollment
- Provide best design, technologies, and media to tell the story of the Radford University brand





Challenges

- Keeping up with change
 - Global
 - National
 - State-wide
 - Institutional
 - Organizational
- Financial Aid Leveraging Sweet spot
- Upgrading systems
- Competition

Board Responsibilities for EMSC

Approve investments in
student aid support

Approve accessible
admissions practices

Approve strategic
communication plans

Approve brand pillars



Support Admissions
best practices

Advocate for
Accessibility and
Affordability

Share the story

Discussion



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Economic Development and Corporate Education



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Leadership Team



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Angela Joyner
Vice President of
Economic Development
and Corporate Education



Tom Bennett II
Senior Director,
Operations and
Planning



Nichole Hair
Director of
Economic Development and
Community Engagement



Sharon Webb
Executive
Administrative
Assistant

Greatest Transitions

- 2022 – Established new division
- December 2023 – Launched Provisional to Professional Pathway
- Fall 2024 – Launched The Hub
- February 2025 – Launched Certification Center
- May 2025 - Launched CoWorks@ The Hub
- July 2025 – Transition of IMPACT credit offerings to Academic Affairs
- New grant funding (Go Virginia, CCI)



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Greatest Strengths

- Institutional Commitment
- Initiatives aligned to local, regional, state goals and needs
- Relationships with state and regional partners
- Strong economic impact to Commonwealth
- Talent pipeline reputation
- Faculty expertise and alumni engagement
- Collaborative approach to partnerships



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Two-year plan outlook – now until end of 2025



- Division strategic planning
- Transition IMPACT programs with excellence
- Launch Gig Hub (micro-internship program)
- Increase partnerships and internship opportunities
- Onboard new Director of Continuing Education
- Develop continuing education vision and strategy

What keeps us up at night



- Capacity for scaling initiatives
- User experience for external stakeholders
- Responsiveness to external requests and internal processes
- Developing “unreasonable hospitality” in a culture of care

Role of the Board

- Providing partnership leads
 - Promoting our economic impact
 - Major initiative guidance
- (e.g., Amphitheater, NRV Passenger Rail Authority)





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Advancement and
Alumni Relations

Vision

A future where every Highlander is engaged, connected, and proudly invested in Radford University.

Mission

To champion Highlander pride, build meaningful connections, and inspire philanthropic giving that shapes Radford University's future.

Departments

- Advancement Communications and Donor Relations
- Advancement Services
- Alumni Relations
- Annual Giving
- Corporate and Foundation Relations
- Gift Planning
- Major Gift Fundraising

Greatest Strengths

- New young alumni initiative
- Core group of committed alumni
- Crowdfunding efforts
 - Approximately 1,600 gifts in FY25
- Launched *The Wayfinder* an alumni and friends monthly e-newsletter
- Donor-funded scholarship program
 - Academic year 2024-25 saw \$3.3 Million awarded to more than 1,000 students
 - Partners In Excellence Scholarship Luncheon where benefactors and recipients meet
 - 178 new donor-funded scholarships were created during the TOGETHER campaign
 - Total of 1,300 scholarships available to award

Immediate and/or Long-Term Challenges

- Engaging young alumni
- Alumni donors
- Evolving technology



Two-Year Strategic Plan Successes

- Completion of the TOGETHER Campaign raising \$106,693,338
- Relaunch of the Society of 1910, our legacy-giving donor recognition program
- Increase in alumni volunteers
- Developed consistent publication schedule for The Magazine of Radford University
- Redefined annual giving
- Strategic Communication Plan
- Donor Stewardship Plan
- Completed athletic feasibility study



Divisional Tier-1 Priorities

Athletic Fundraising

Donor Growth and Retention

Planned Giving

Volunteer Cultivation

Young Alumni Engagement

New Member Orientation

Role of the Board

- Final approval with regard to naming buildings and other major facilities
- Policy changes
- Attend events
- Make introductions





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Student Affairs



Board of Visitors Orientation

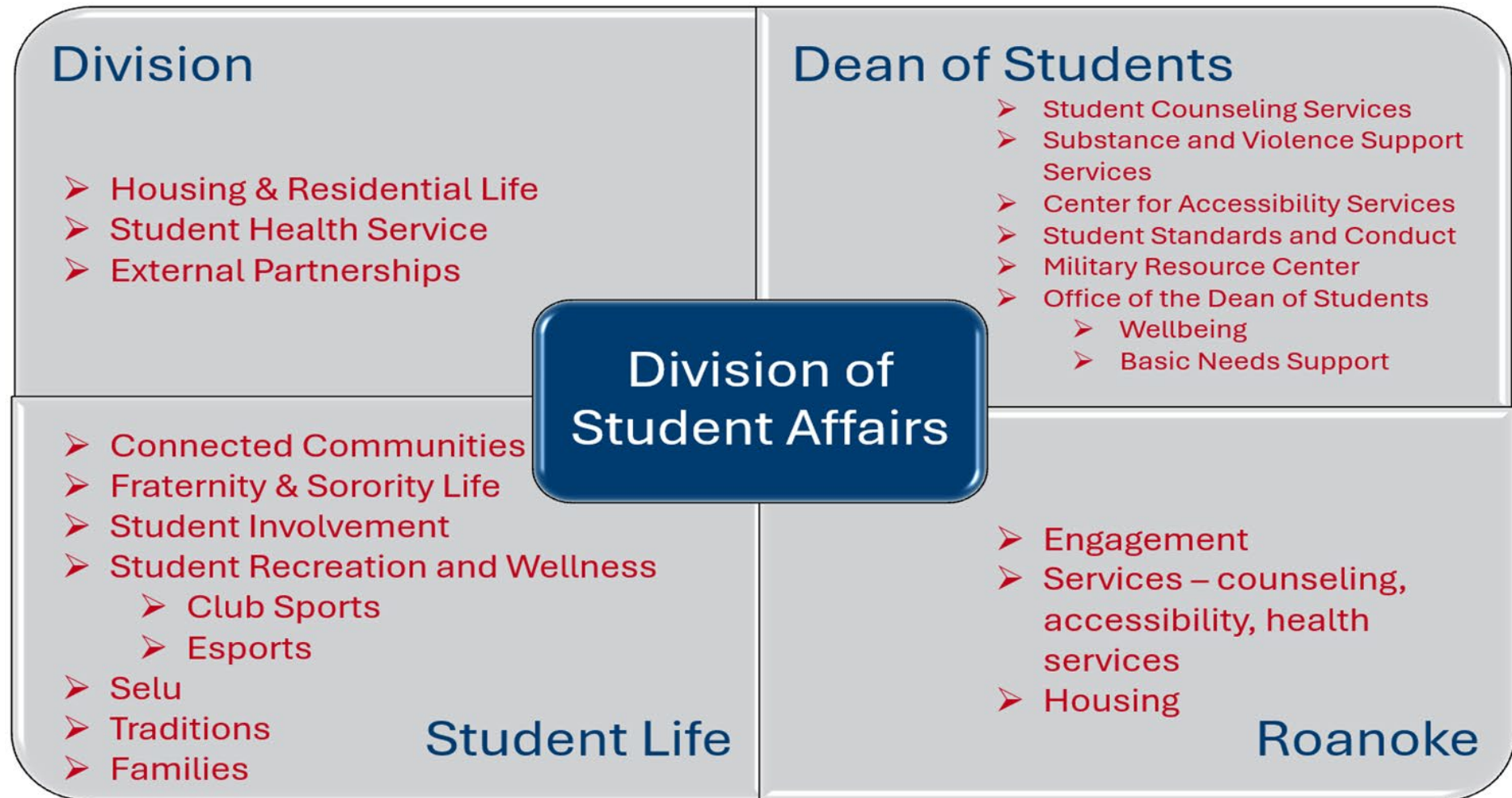
September 10, 2025

Division of Student Affairs

Create experiences and opportunities and provide resources and services that enhance the student experience and support students in achieving their goals. Our location in the New River and Roanoke Valleys enables distinction in how we support students.



- Student Engagement
- Well-being and Support
- Community and Belonging
- Career Readiness



Division of Student Affairs: Strengths and Impacts



- Strong team
- Commitment to students
- Commitment to well-being
- Collaboration and partnerships
- Facilities



Division of Student Affairs: Two-Year Strategic Plan

- Increased student engagement
 - Selu
 - Outdoor programs
 - Esports
- Enhance well-being initiatives
- More effective processes and removal of barriers
- Demonstrate impact of student employment and implement model for campus



Division of Student Affairs: Challenges and Opportunities

- Stabilizing which allows proactive
- Collection and use of data
- Looking up, out and across
- Expanding outdoor experiences
- Recruitment and retention of team members



Division of Student Affairs: Student Affairs and Athletics Committee

- Highlights of student engagement
- Topics of interest
- Helping to tell the story
 - Progress toward goals
- Student Government Association
- Policy approvals



Discussion



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Intercollegiate Athletics



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Intercollegiate Athletics

Radford University's Athletics Department features 16 varsity sports competing in the Big South Conference at the NCAA Division I level. Through all 16 varsity sports, there are roughly 300 student-athletes competing on behalf of Radford University.

Men's Sports (Seven Total):

Baseball, Basketball, Cross Country, Golf, Soccer, Indoor and Outdoor Track & Field

Women's Sports (Nine Total):

Basketball, Cross Country, Golf, Lacrosse, Soccer, Softball, Indoor and Outdoor Track & Field, and Volleyball

Staffing: 57 full-time employees (50 Administrative & Professional Faculty / 7 Classified Staff)

Budget: \$12.8 million

Intercollegiate Athletics

MISSION:

We are the pride of the New River Valley, empowering leaders through athletics while serving our communities.

VISION:

Cultivating champions through competition and a community of care of respect.

Strategic Priorities:

1. Student-Athlete Experience
2. Competitive Excellence
3. Resource Development
4. Community Engagement

Core Values of Radford Athletics

1. **Integrity** - We are committed to achieving athletic and academic competitiveness through the principles of honesty, reliability, and character.
2. **Accountability** - We are responsible for our actions and take ownership of our outcomes in alignment with our values.
3. **Respect** - We treat our competitors, team, partners, and community with dignity and kindness.
4. **Collaboration** - We achieve athletic and academic success by partnering with our community to materialize our vision.
5. **Responsiveness** - We acknowledge and embrace the challenges and changes inherent to the industry and proactively approach them with a positive mentality.
6. **Recognition** - We inspire achievement on and off the field by acknowledging and celebrating our accomplishments, along with personal, athletic, and academic growth of our student-athletes.

2024-25 Department Highlights

Academic Excellence

- Overall department GPA of a 3.50
- 82% of all student-athletes earned a 3.0 GPA or higher
- 67% of all student-athletes earned a 3.4 GPA or higher
- 20% (67 athletes) earned a perfect 4.0 GPA
- 16 of 16 athletic programs received a 3.0 team GPA or higher

Competitive Excellence

- Women's Golf won the 2025 Big South Conference Championship. This is the program first conference championship in program history. They competed in the Charlottesville Regional of the NCAA Tournament as a number 12 seed.
- Softball wins the Big South Regular Season title under first year head coach Kevin Fagan. The program also produced the Big South Pitcher of the Year, Big South Freshman of the Year, Big South Scholar-Athlete of the Year, Big South Coach of the Year, and numerous other 1st Team and 2nd Team All-Conference honors.

Athletics Goals for FY26

Intercollegiate Athletics Goals for FY26

- Finalize and have plan developed for the Dedmon Center, basketball practice facility, and other imperative items based on the athletic feasibility study from Huron | GG+A
- Reimagine and rebuild the structure of the Highlander Club
- Complete the construction of the softball field and videoboard

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Finance and Administration



Board of Visitors Orientation

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Overview of Division

- Budget and Financial Planning
- Controller
- Facilities Management
- Human Resources
- Information Technology Services
- Procurement and Contracts
- Public Safety
- University Services
- RUC Business Operations

Division Strengths and Impact

- Strong collaboration and partnerships between units
- Sound financial standing and state support
- Solid infrastructure and facilities – outstanding overall campus
- Committed leadership and teams within the division

Two-Year Plan Successes

- Maintained a healthy fiscal position, improved transparency and implemented savings strategies
- Completed comprehensive program plan for the Roanoke campus and study for multiple student-facing facilities on main campus
- Made substantial improvements in Human Resources and workforce development
 - Built out a new compensation structure
 - Created multiple training and development programs
 - Reduced turnover
 - Implemented career ladders in several units
 - Improved Orientation and Onboarding satisfaction scores

Immediate and long-term challenges

- Financial risks related to enrollment changes/declines
- Building the expertise to modernize systems and approaches to work
- Growing and rewarding a successful workforce
- The unknown or unforeseen risks that can misdirect progress

Board Activity

- Advise on strategic financial and planning matters
- Approve action items as needed (tuition increases, compliance reports, etc.)
 - Operating Budget (and adjustments)
 - Six Year Plan and Updates
 - Six Year Capital Plan
 - Compliance with Debt Management Policy
 - Tuition and Fee Recommendations
 - Policy Approvals
 - Administrative and Professional Handbook Changes
 - Bond Issuance Approval for Capital Projects
 - Applicable Plans (i.e. Sustainability and Climate Action Plans, Campus Master Plan, Emergency Management Plan, etc.)

Discussion



Division of Finance and Administration



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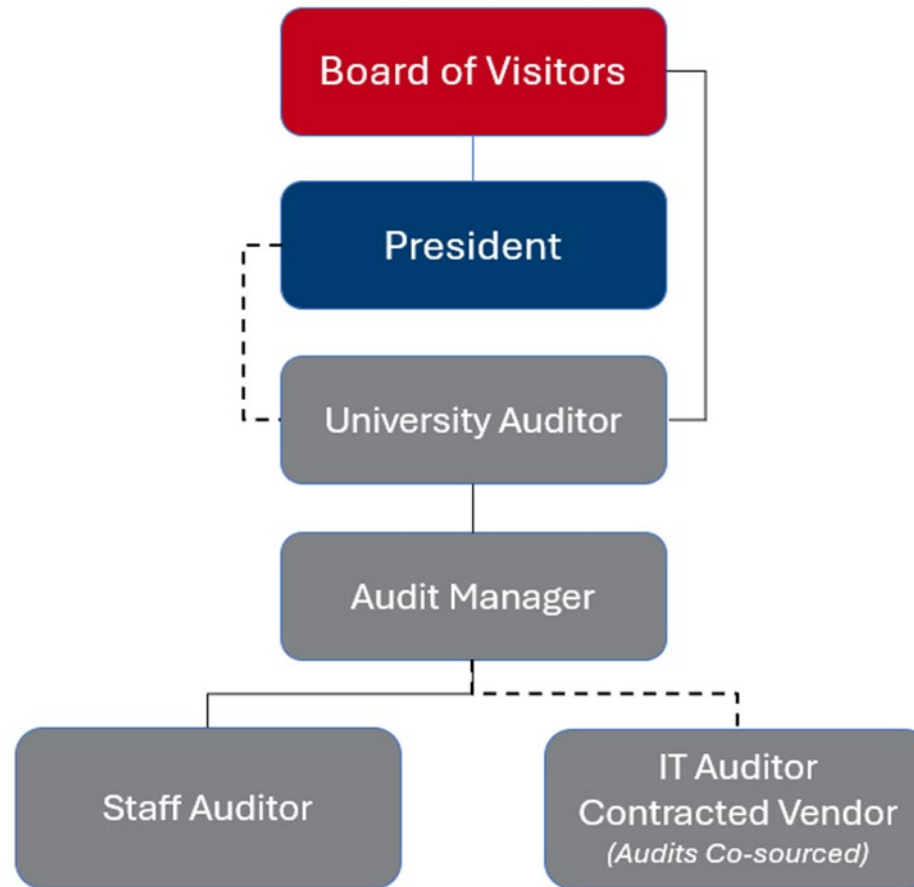
Audit and Advisory Services



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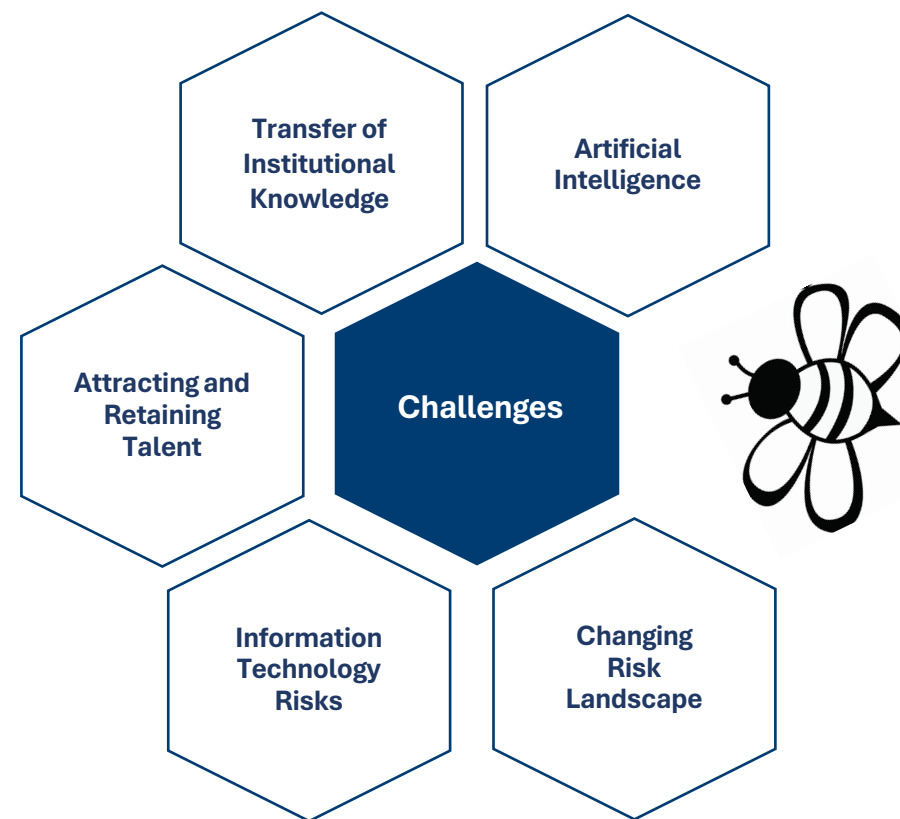
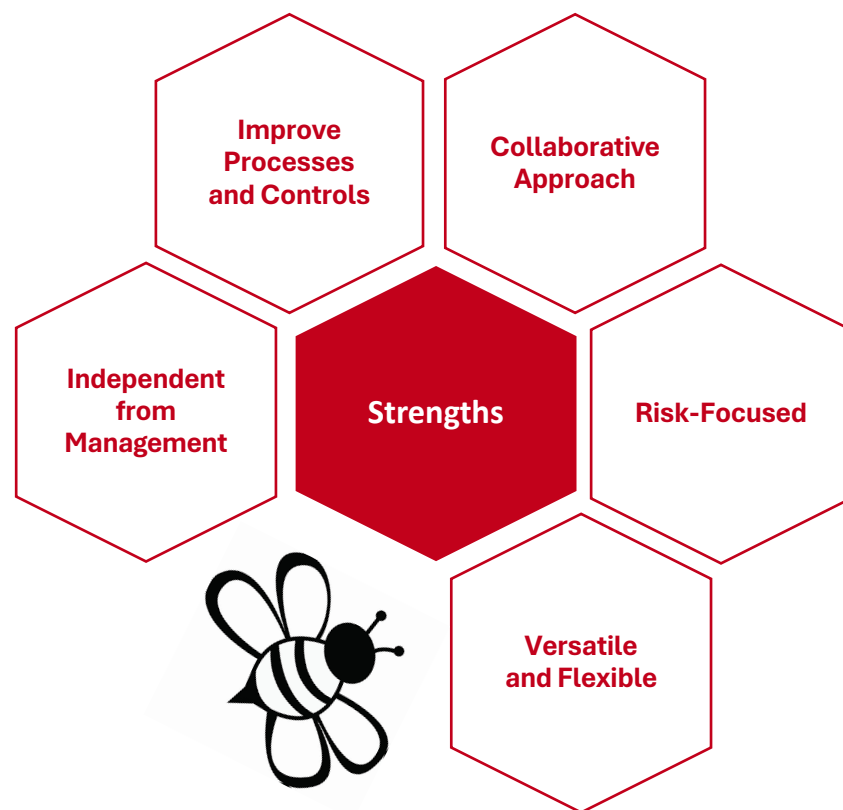
Overview of Area Unique Role and Organization Placement



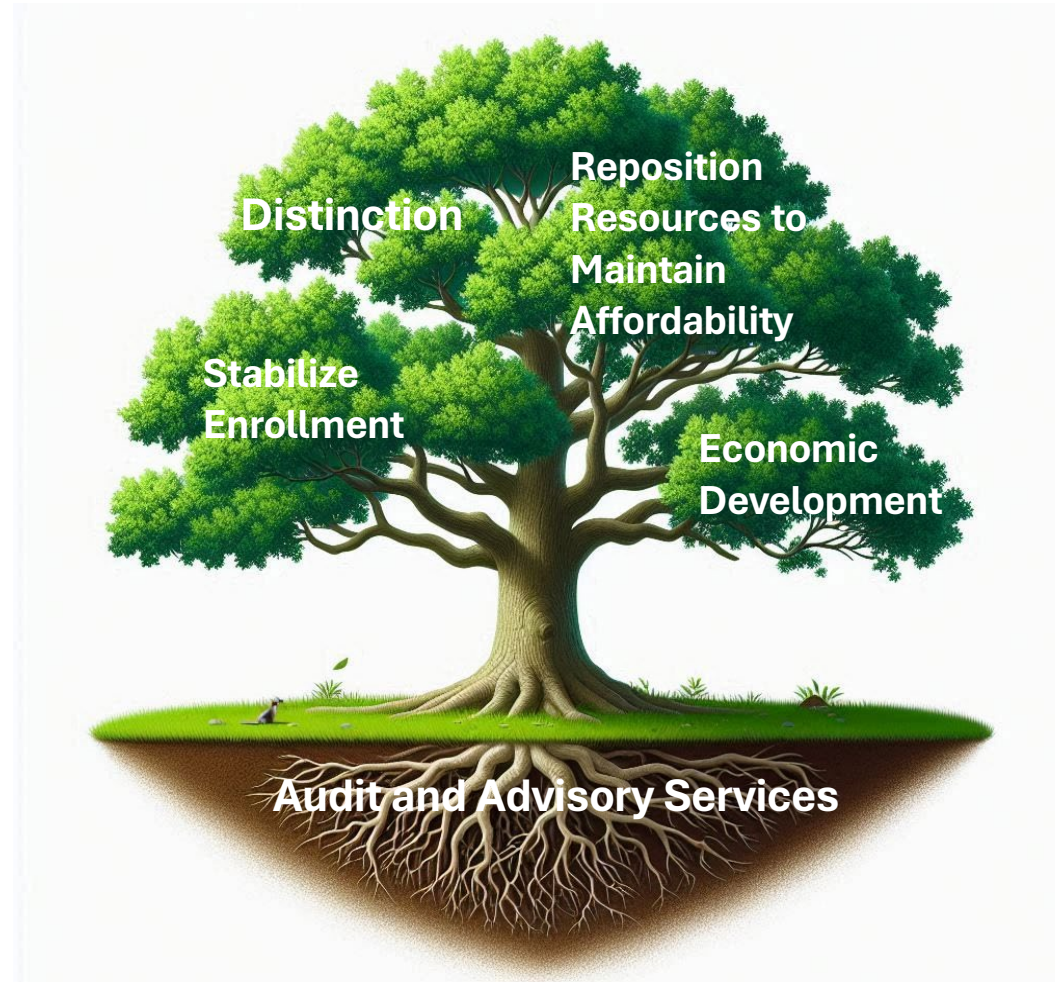
Areas of Greatest Impact/Focus



Strengths and Challenges



Two-Year Strategic Plan Impact



Content and Approvals to Expect

- Present to Business Affairs & Audit Committee
- Information items such as
 - Audit Reports
 - Follow-up Audit Status Reports
- Action items are primarily
 - Approval of audit plan
 - Approval of Internal Audit Charter Policy

Discussion/ Questions

