



**RADFORD UNIVERSITY**  
**BOARD OF VISITORS**  
**BUSINESS AFFAIRS & AUDIT COMMITTEE MEETING**  
**MARTIN HALL - BOARD ROOM**  
**RADFORD, VIRGINIA**  
**11:00 A.M.**  
**NOVEMBER 7, 2013**

**APPROVED**

**MINUTES**

**COMMITTEE MEMBERS PRESENT**

Mr. Matthew B. Crisp, Chair  
Mr. Michael A. Wray, Vice Chair  
Mr. Stephan Q. Cassaday  
Mr. Michael S. Hurt  
Ms. Georgia Anne Snyder-Falkinham  
Mr. Linda K. Whitley-Taylor, Rector  
Ms. Mary W. Campbell, Vice Rector

**BOARD MEMBERS PRESENT**

Ms. Sandra C. Davis  
Dr. Kevin R. Dye  
Mr. Milton C. Johns  
Ms. Alethea "A.J." Robinson  
Ms. Ruby W. Rogers  
Dr. Laura J. Jacobsen, non-voting faculty advisory representative  
Ms. Katrina Koussis, non-voting student advisory representative

**OTHERS PRESENT**

President Penelope W. Kyle  
Ms. Michele N. Schumacher, Secretary to the Board of Visitors

Mr. Richard Alvarez, Vice President for Finance & Administration and Chief Financial Officer  
Mr. Joe Carpenter, Vice President for University Relations and Chief Communications Officer  
Mr. Danny M. Kemp, Vice President for Information Technology and Chief Information Officer  
Dr. Sam Minner, Provost and Vice President for Academic Affairs  
Ms. Margaret McManus, University Auditor  
Ms. Lisa H. Ridpath, Associate Vice President for Finance & Administration  
Ms. Christina Brogdon, Executive Director & Chief Human Resources Officer  
Radford University faculty, staff, and guests

Ms. Stephanie Hamlett, Senior Assistant Attorney General, Commonwealth of Virginia

Dr. James Burke, Performance Management Group  
Ms. Linda Pierce, Performance Management Group

### **CALL TO ORDER**

Mr. Matthew B. Crisp, Chair, called the meeting to order at 11:07 a.m. in the Board Room in Martin Hall.

### **APPROVAL OF AGENDA**

Mr. Crisp asked for a motion to approve the November 7, 2013, meeting agenda as published. Ms. Georgia Anne Snyder-Falkinham made the motion and Mr. Michael A. Wray, Vice Chair, seconded the motion and the motion carried unanimously.

### **APPROVAL OF MINUTES**

Mr. Crisp asked for a motion to approve the minutes of the September 12, 2013, meeting of the Business Affairs & Audit Committee, as published. Mr. Stephan Cassaday made the motion and Mr. Wray seconded the motion, and the motion carried unanimously.

### **REPORTS AND RECOMMENDATIONS**

#### **Capital Project Update**

Mr. Richard Alvarez, Vice President for Finance & Administration and Chief Financial Officer, provided the Committee with an update on the progress made on the University's Capital Projects, which is attached hereto as *Attachment A* and is made a part hereof.

#### **University Auditor's Report**

Ms. Margaret McManus, University Auditor, provided an oral report on the University's Discretionary Fund for the quarter ended September 30, 2013. She reported that 100 percent of expenditures were reviewed and all were found in compliance with the Board of Visitors' guidelines. Ms. McManus also reviewed the Charter for the Office of Audit and Advisory Services which details the department's responsibilities, a copy of which is attached hereto as *Attachment B*. She also reviewed the follow-up audit status report, noting that the report can be found in the Committee materials, a copy of which is attached hereto as *Attachment C* and is made a part hereof.

#### **Strategic Budget Outlook**

Mr. Crisp reminded the members of the Committee that at the September 12, 2013 Committee meeting, discussions occurred regarding the need for the University's budget to align with its vision, strategy, and more specifically, programmatic priorities. The Committee had requested that, at the November 2013 Committee meeting, each vice president with revenue and expense responsibility provide a presentation to the Committee. The presentation should contain a breakdown of his or her respective resource allocations that align with the University's and the

Commonwealth's strategic goals for the next 1, 3, and 6 years; and in addition, should show what his or her critical needs are that would exceed Consumer Price Index (CPI) level increases. The Committee then heard a report on the Strategic Budget Outlook that included presentations by each vice president of his division's base operating budget, preliminary six-year strategic budget outlook, reallocation potential and possible visionary initiatives. A copy of the report is attached hereto as *Attachment D* and is made a part hereof.

During Dr. Sam Minner's presentation, there was extensive discussion regarding STEM-H and potential future academic program additions, as well as certain graduate and undergraduate academic program priorities. At the conclusion of the discussion, the Committee agreed that a special meeting shall be held to obtain from Dr. Minner additional information regarding program resource allocations within academic affairs. In the special meeting of the Committee, the agenda will include the Provost's strategic recommendations relating to programs, initiatives, and costs associated with enhancing undergraduate instruction, as well as recommendations relating to the growth of graduate programs. Additionally, the Committee requested and the administration agreed to provide to the Board further detail on the possibility of a faculty workforce transition option and the feasibility of a 3-year undergraduate program, including the potential revenue and expense impact.

There was also extensive discussion regarding the University's need for an enterprise Customer/Constituent Relationship Management system (CRM) to support student recruitment, student retention, alumni involvement, and fundraising. Mr. Danny Kemp, Vice President for Information & Technology and Chief Information Officer, explained that this system would centrally manage the university's interactions and relationships with prospective students, currently enrolled students, alumni, and friends. It would involve using various technologies to organize, automate, synchronize, and track multiple means of communications among the constituents. Ms. Georgia Anne Snyder-Falkinham made a motion that the Committee support the University moving forward with the evaluation of such a system with the ultimate goal being the purchase and implementation of an integrated CRM and that the Committee recommend that the full Board support this endeavor as well. Mr. Michael S. Hurt seconded the motion and the motion was unanimously passed.

## **ADJOURNMENT**

With no further business to come before the Committee, Mr. Crisp, Chair, adjourned the meeting at 1:30 p.m.

Respectfully submitted,

Michele N. Schumacher  
Secretary to the Board of Visitors