

# Board of Visitors

September 12, 2025



Radford  
UNIVERSITY



Board of Visitors

Quarterly Meeting

9:00 a.m.\*\*

September 12, 2025

Kyle Hall, Room 340, Radford, VA

**DRAFT**

**Agenda**

- **Call to Order and Opening Comments** Mrs. Jennifer Wishon Gilbert, Vice *Rector*
- **Approval of Agenda** Mrs. Jennifer Wishon Gilbert, Vice *Rector*
- **Approval of Minutes** Mrs. Jennifer Wishon Gilbert, Vice *Rector*
  - June 7, 2024, July 22-23, 2024
- **The Radford Experience** Ms. Macy Johnson, *Student Speaker*
- **President's Report** Dr. Bret Danilowicz, *President*
- **Strategic Plan 2026-2031 Update** Dr. Angela Joyner and Dr. Sharon Roger Hepburn, *Planning Committee Co-chairs*
- **Academic Excellence and Student Success Committee** Dr. Betty Jo Foster, *Chair*
  - Report to the Board of Visitors
- **Business Affairs and Audit Committee** Ms. Jeanne Armentrout, *Chair*
  - Report to the Board of Visitors
  - Approval of 2025-2026 Audit Plan
  - Approval of 2024-2030 Six-Year Capital Plan
  - Approval of the Six-Year Plan
  - Approval of 2025-2026 Operating Plan
  - Approval of Administrative and Professional Faculty Handbook Revision
- **Enrollment Management and Brand Equity Committee** Mrs. Jennifer Wishon Gilbert, *Chair*
  - Report to the Board of Visitors
- **External Engagement Committee** Ms. Betsy Beamer, *Chair*
  - Report to the Board of Visitors

- **Student Affairs and Athletics Committee**
  - Report to the Board of Visitors
- **Report on the Radford University Foundation**
- **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**
- **Meeting Dates**  
Dec. 4-5, 2025

Mr. David A. Smith, *Chair*

Mr. George Mendiola, *BOV Liaison to RU Foundation*

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

Mrs. Jennifer Wishon Gilbert, *Vice Rector*

Mrs. Jennifer Wishon Gilbert, *Vice Rector*

#### **2026 Dates**

Feb. 25, 2026 Budget Workshop (8:30 a.m.)

March 19-20, 2026

June 4-5, 2026

July 19-21, 2026, Retreat

Sept. 10-11, 2026

Dec. 3-4, 2026

- **ADJOURNMENT**

Mrs. Jennifer Wishon Gilbert, *Vice Rector*

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

#### **Board Members**

Mr. Tyler W. Lester, Rector

Mrs. Jennifer Wishon Gilbert, Vice Rector

Mr. Dale Ardizzone

Ms. Jeanne S. Armentrout

Ms. Betsy D. Beamer

Ms. Joann S. Craig

Ms. Callie Dalton

Mr. William C. Davis

Dr. Betty Jo Foster

Ms. Mary Anne Holbrook

Mr. George Mendiola, Jr

Mr. Anthony Moore

Mr. David A. Smith

Mr. Jonathan D. Sweet

Mr. James C. Turk

# Meeting Materials



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**RADFORD UNIVERSITY BOARD OF VISITORS**  
**Business Affairs and Audit Committee**  
**September 11, 2025**

**Action Item**

**Approval of Fiscal Year (FY) 2026 Office of Audit and Advisory Services Audit Plan**

**Item:**

Board of Visitors approval of the FY 2026 Office of Audit and Advisory Services Audit Plan.

**Background:**

The Office of Audit and Advisory Services, the internal audit function for Radford University (University), was established by the Board of Visitors (Board) as an integral part of the overall internal control structure of the University.

The Board-approved *Internal Audit Charter* (University Policy GEN-PO-1005) describes the general purpose, authority, and responsibility of the Office of Audit and Advisory Services. The *Internal Audit Charter* designates the University Auditor as the Chief Audit Executive, which is the senior position that is responsible for effectively managing the internal audit function. The University Auditor is responsible for ensuring that the internal audit function conforms with the *Internal Audit Charter* as well as with the mandatory elements of The Institute of Internal Auditors' International Professional Practices Framework (IPPF).

The University Auditor is also responsible for developing an annual audit plan, considering the input of senior management and the Business Affairs and Audit Committee (BAAC). Prior to FY 2026, the University Auditor presented the annual audit plan to the BAAC as an information item. However, in FY 2025, The Institute of Internal Auditors implemented significant revisions to the IPPF, one of which was to require the annual audit plan to be approved by the Board. Therefore, approval of the FY 2026 Audit Plan is needed to assist with compliance with The Institute of Internal Auditors' requirements.

**Action:**

Radford University Board of Visitors approval of FY 2026 Audit Plan.

## **RADFORD UNIVERSITY BOARD OF VISITORS**

### **RESOLUTION**

**September 12, 2025**

#### **Approval of Fiscal Year (FY) 2026 Office of Audit and Advisory Services Audit Plan**

**WHEREAS**, the Office of Audit and Advisory Services, the internal audit function for Radford University (University), was established by the Board of Visitors as an integral part of the overall internal control structure of the University; and

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

**WHEREAS**, the *Internal Audit Charter* designates the University Auditor as the Chief Audit Executive, which is the senior position that is responsible for effectively managing the internal audit function; and

**WHEREAS**, the University Auditor is responsible for ensuring that the internal audit function conforms with the *Internal Audit Charter* as well as with the mandatory elements of The Institute of Internal Auditors' International Professional Practices Framework (IPPF); and

**WHEREAS**, the University Auditor is also responsible for developing an annual audit plan, considering the input of senior management and the Business Affairs and Audit Committee (BAAC); and

**WHEREAS**, prior to FY 2026, the University Auditor presented the annual audit plan to the BAAC as an information item; however, in FY 2025, The Institute of Internal Auditors implemented significant revisions to the IPPF, one of which was to require the annual audit plan to be approved by the Board; and

**WHEREAS**, approval of the FY 2026 Audit Plan is needed to assist with compliance with The Institute of Internal Auditors' requirements;

**NOW THEREFORE BE IT RESOLVED**, the Radford University Board of Visitors approves the FY 2026 Office of Audit and Advisory Services Audit Plan as presented.

**RADFORD UNIVERSITY BOARD OF VISITORS**  
**Business Affairs & Audit Committee**  
**September 11, 2025**

**Action Item**  
**Approval of the Six-Year Capital Plan for 2026-2032**

**Item:**

Approval of the 2024-2030 Radford University Six-Year Capital Outlay Plan.

**Background:**

Every two years, the University compiles a Six-Year Capital Outlay Plan for Board of Visitors approval. This plan drives the University's capital budget request submitted to the Department of Planning and Budget. From those requests, the Executive Branch prioritizes capital projects for the Commonwealth and to inform their decision on which projects will be slated for inclusion in the Governor's Executive Budget Bill which is presented in December of each year.

The Six-Year Capital Outlay Plan reflects the mission of the university. The projects are driven by initiatives and actions included in the University's current strategic priorities and Master Plan. The projects are submitted in priority order and identify the requested source of funding. The overall guiding principles of the plan were to identify future capital projects that modernize and repurpose existing academic buildings for the changing environment in higher education delivery and pedagogy; address the need to co-locate academic and administrative functions to improve operational efficiencies and departmental synergies; and modernize existing residence halls by updating building infrastructure and systems.

A summary of the submitted projects, by biennium, is presented in Appendix A and a brief description of each project is provided in Appendix B.

**Action:**

Radford University Board of Visitors approval of the 2026-2032 Radford University Six-Year Capital Outlay Plan, as presented in Appendixes A and B.

**Radford University Board of Visitors**  
**RESOLUTION**  
*Approval of the Six-Year Capital Outlay Plan for 2026-2032*  
**September 12, 2025**

**BE IT RESOLVED**, the Radford University Board of Visitors approves the Radford University Six-Year Capital Outlay Plan for 2026-2032, as presented in Appendixes A and B.



**RADFORD UNIVERSITY BOARD OF VISITORS**  
**Business Affairs & Audit Committee**  
**September 11, 2025**

**Action Item**  
**Approval of Radford University's 2025 Six-Year Plan**

**Item:**

Board of Visitors approval of Radford University's 2025 Six-Year Plan as required by § 23.1-306.

**Background:**

In response to the requirements outlined in § 23.1-306 of the Code of Virginia, attached is a copy of Radford University's 2025 Six-Year Plan submitted to the State Council of Higher Education for Virginia (SCHEV) by the stated deadline of July 3, 2025.

As a mandate established through the "*Preparing for the Top Jobs of the 21<sup>st</sup> Century: The Virginia Higher Education Act of 2011*" (TJ21) legislation, governing boards of each public institution of higher education shall develop and adopt biennially and amend or affirm annually a six-year plan for their institution. This requires the plans to be submitted to the State Council for Higher Education of Virginia each odd-numbered year and requires any amendments or affirmations to existing plans to be submitted each even-numbered year.

The Op-Six, which includes the Secretary of Finance, Secretary of Education, Director of the Department of Planning & Budget, Director of State Council of Higher Education for Virginia, and the staff directors of the House Appropriations Committee and the Senate Finance & Appropriations Committee, and their staff maintained a particular focus on:

- Adapting to shifts in student/enrollment pipelines in the design and operations of institutions and programs
- Continuing to innovate on how to best prepare students for success and meet the state's evolving labor market needs
- Ensuring both tuition payers and taxpayers are getting the greatest possible return on their higher education investment

The plan provided the University the opportunity to outline plans and objectives and to include specific strategies related to affordability and access to quality postsecondary education that prepare students for success in life. The 2025 Six-Year Plan reflects the major four strategic priorities of the University. The plan is divided in two parts. Part I is an Excel template with five components for data entry that includes In-state Undergraduate Tuition and Fee Increase Rate, Tuition & Other Nongeneral Fund Revenue, Academic-Financial Plan, General Fund Requests, and Financial Aid Plan. Part II provides a narrative summary of the proposed strategies and a strategic deep dive into enrollment, program alignment and performance, financial effectiveness and sustainability, and budget request.

The strategies identified in the University's 2025 Six-Year Plan were developed collaboratively with the leadership of each operating division and will be included in the university's upcoming Strategic Plan. The funding of the proposed strategies is subject to change unless incremental general fund support is received. Additionally, approval of tuition and fees is the responsibility of the Board of Visitors and may be adjusted based upon factors such as incremental general fund support, legislative requirements, projected enrollment, and prioritization of strategies to implement.

**Action:**

Radford University Board of Visitors approval of the Radford University 2025 Six-Year Plan.

**RADFORD UNIVERSITY BOARD OF VISITORS**  
**Resolution**

***Approval of Radford University's 2025 Six-Year Plan***  
**September 12, 2025**

**WHEREAS**, the Higher Education Opportunity Act of 2011 became effective July 1, 2011, and requires each public institution of higher education in Virginia to develop and submit an institutional six-year plan; and

**WHEREAS**, § 23.1-306 of the Act requires, “*The governing board of each public institution of higher education shall (i) develop and adopt biennially and amend or affirm annually a six-year plan for the institution; (ii) submit such plan to the Council (State Council of Higher Education for Virginia), the General Assembly, the Governor, and the Chairmen of the House Committee on Appropriations, the House Committee on Education, the Senate Committee on Education and Health, and the Senate Committee on Finance no later than July 1 of each odd-numbered year; and (iii) submit amendments to or an affirmation of that plan no later than July 1 of each even-numbered year or at any other time permitted by the Governor or General Assembly*”; and

**WHEREAS**, Radford University prepared a six-year plan in accordance with the requirements of the Higher Education Opportunity Act of 2011 and guidelines provided by the State Council of Higher Education for Virginia; and

**WHEREAS**, the University submitted the six-year plan to the State Council of Higher Education for Virginia by the stated deadline of July 3, 2025 for the 2025 submission; and

**WHEREAS**, the 2025 Six-Year Plan must be approved by the Board of Visitors prior to the October 1 final submission;

**THEREFORE, BE IT RESOLVED** the Radford University Board of Visitors approves the Radford University 2025 Six-Year Plan (Part I and Part II) as presented in the format provided by the State Council of Higher Education for Virginia; and

**BE IT FURTHER RESOLVED**, that the University is authorized to revise the 2025 Six-Year Plan as required by State officials for final submission by the stated deadline.

**RADFORD UNIVERSITY BOARD OF VISITORS**  
**Business Affairs & Audit Committee**  
**September 11, 2025**

**Action Item**  
**Approval of the Radford University 2025-26 Operating Budget**

**Item:**

Board of Visitors approval of the Radford University 2025-26 operating budget.

**Executive Summary:**

Each year, the Vice President for Finance and Administration & Chief Financial Officer is responsible for presenting Radford University's projected annual operating budget to the Board of Visitors for the upcoming fiscal year. The 2025-26 operating budget was developed in consideration of projected enrollment levels, actions taken by the Governor and General Assembly during the 2025 session, Board-approved tuition and fee rates, the strategic goals of the University, and the economic outlook.

Radford University recently closed out a two-year strategic plan that guided the University in 2024-2025. During that same time, the University began the process to develop a more comprehensive, longer-term strategic plan to guide the direction of the university over the next six years, taking advantage of recent momentum in enrollment, quality of programs and student success. The University has a lot to be proud of, including a diverse student population, strong academic programs, solid infrastructure and dedicated faculty and staff. The vision for the next six years will capitalize on all of those strengths and align resources to continue the positive trajectory.

The Commonwealth's revenue forecast has remained stable, providing the Governor the ability to include significant investments to address funding for tax relief for Virginian families, increase funding for law enforcement and support multiple higher education initiatives, including increased funding for undergraduate financial aid. Given the current stability of the Commonwealth's fiscal outlook, the 2024-26 biennial budget includes a three percent pay raise for eligible state employees that was effective June 10, 2025.

Considering the aforementioned items, the 2025-26 operating budget demonstrates a conservative use of university resources. The proposed budget identifies key operating efficiencies that help to address mandatory and unavoidable cost increases while maximizing funding opportunities for strategic plan initiatives.

**Six-Year Planning Processes and 2025-26 Budget Development:**

The Virginia Higher Education Opportunity Act of 2011 (TJ21) was passed by the 2011 General Assembly and is based on recommendations from the Governor's Commission on Higher Education Reform, Innovation and Investment, which was formed through Executive Order No. 9 issued in March 2010. The TJ21 legislation requires institutions of higher education to prepare

and submit a “Six-Year Plan” by July 1<sup>st</sup> each year in accordance with criteria outlined by the Higher Education Advisory Committee (HEAC).

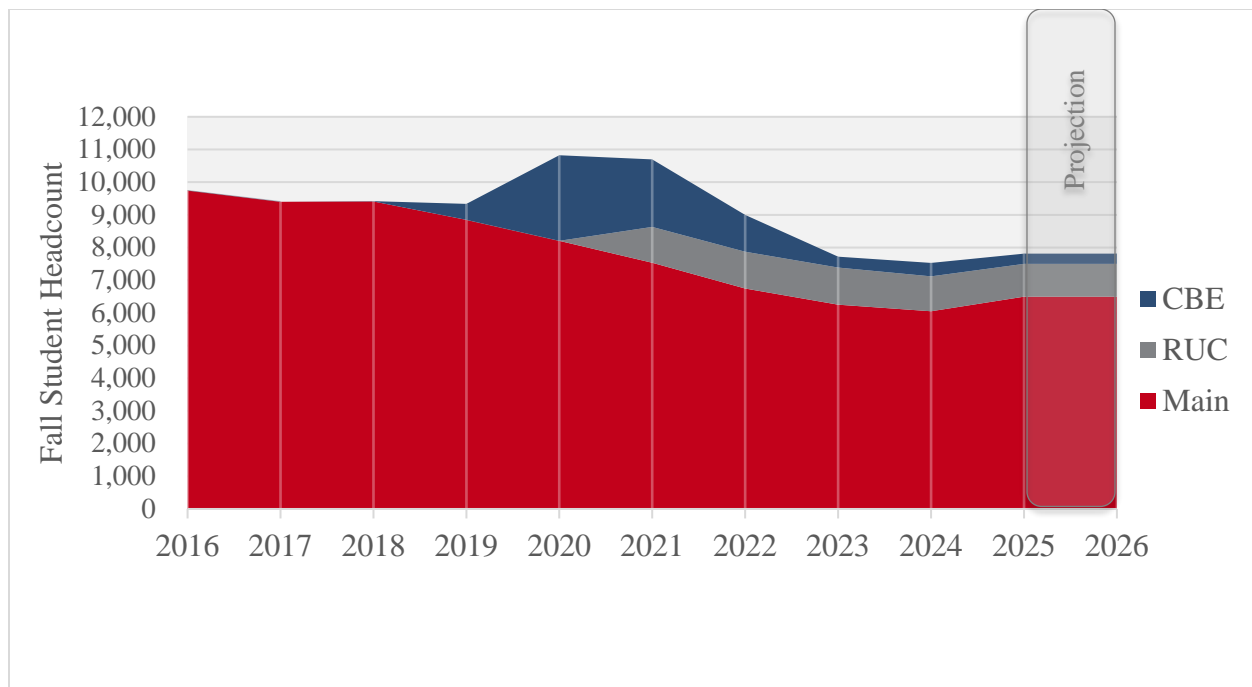
As an integral part of the six-year planning process, the University’s internal annual budget development cycle provides the opportunity to reevaluate the essential needs for the upcoming fiscal year and outline divisional priorities for the outlying years. The budget development review engages key personnel and provides a consistent mechanism to prioritize funding requests and strategically align the institution’s long-range goals with projected resources.

The University submitted the preliminary 2025-26 Six-Year Plan to the State Council of Higher Education for Virginia (SCHEV) on July 3, 2025, and will submit the final plan after Board action on October 1, 2025. The University’s Six-Year Plan identifies the targeted objectives and strategies to achieve both Virginia and institutional goals and provides a foundation for preparing tuition and mandatory fee recommendations for consideration by the Board.

### **Enrollment Trend:**

As has been discussed broadly with the Board, the University saw a decrease in undergraduate enrollment for almost a decade. During that time, there was an overall decrease and significant shift in the mix of student classification between instructional level and modality. That shift in enrollment classification is illustrated in the following chart. This past year, the university saw positive growth in enrollment and retention and remains focused on stabilizing undergraduate student enrollment through improved recruitment and marketing efforts, innovative transfer options, such as the Tartan Transfer program, as well as increasing enrollment in high demand Health Sciences programs offered on both main campus and at RUC.

Conservative assumptions were used to develop the 2025-26 budget based on enrollment projections and retention trend data from prior years. Enrollment for 2025-26 on main campus is cautiously projected to be the same as 2024-25 while the University seeks to stabilize throughout the upcoming years. Early enrollment data indicates that the university will see a flat enrollment as projected if not a slight increase in student headcount, resulting in a more optimistic outlook and confidence in meeting tuition revenue targets.



### Mandatory Cost Increases:

The University compiled the fiscal year 2026 budget with the information provided during the 2025 General Assembly Session and estimates that were anticipated to impact future funding considerations as shown below:

#### 2025-26 General Assembly Estimated Impact Summary

##### E&G - Educational & General

Compensation Adjustments \*

Fringe/Central System Changes\*

##### Total E&G General Fund Recommendations

##### SFA - Student Financial Assistance

In-State Undergraduate Financial Aid

Graduate Fellowships

##### Total E&G and SFA General Fund

2025-26
\$1,768,322
969,831
<b>\$2,738,153</b>
(140,400)
30,000
<b>\$2,627,753</b>

#### Notes:

(\*) Central Appropriation amounts are not included in the University's line-item appropriation. Instead, they are held centrally by the state and allocated after the start of the fiscal year. For this reason, estimates have been provided.

## Other Mandatory Costs

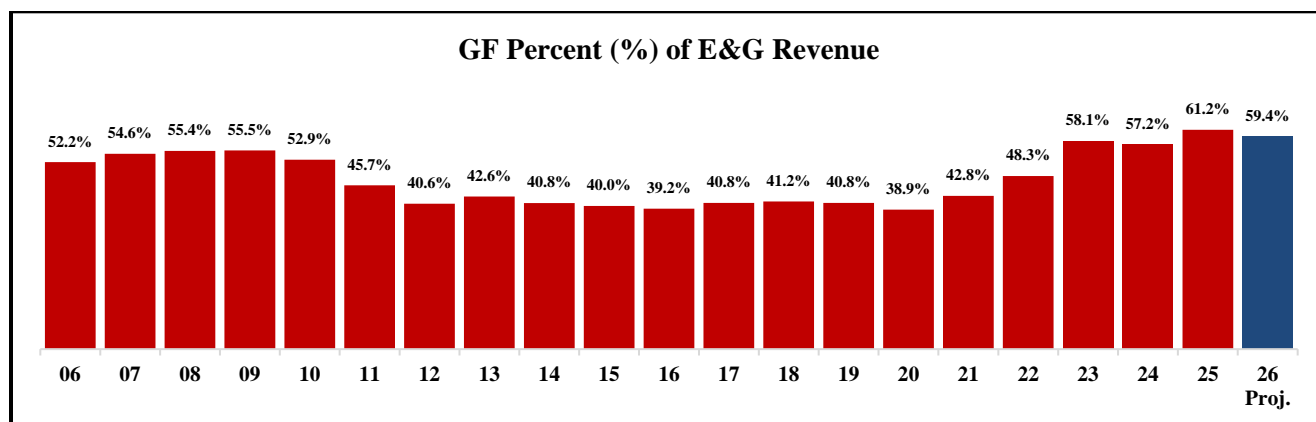
In addition to the state-mandated items, the University must also address teaching and research faculty promotion and tenure contractual commitments, operation and maintenance of facilities, contractual escalators for technology and maintenance contracts, escalating utilities, and committed costs for previously approved projects. These initiatives are referred to as central cost commitments. For additional details, Attachment I provides a further breakdown of the mandatory cost requirements.

## Funding Sources and Cost Drivers:

Radford University main campus is very reliant upon general fund support due to the significant number of in-state undergraduate students served (91.8 percent as of Fall 2024). The state's cost share model identifies that the University's E&G program should be funded 67 percent from Commonwealth's general fund support and 33 percent through institutional non-general fund sources (i.e. tuition, E&G fees, etc.).

As demonstrated in Figure 1, the 2025-26 projected E&G general fund split is still below the Commonwealth's policy of 67 percent. The difference reflects funding of essential programmatic needs to support the University's in-state student population.

**Figure 1: E&G General Fund Appropriation Historical Trend**

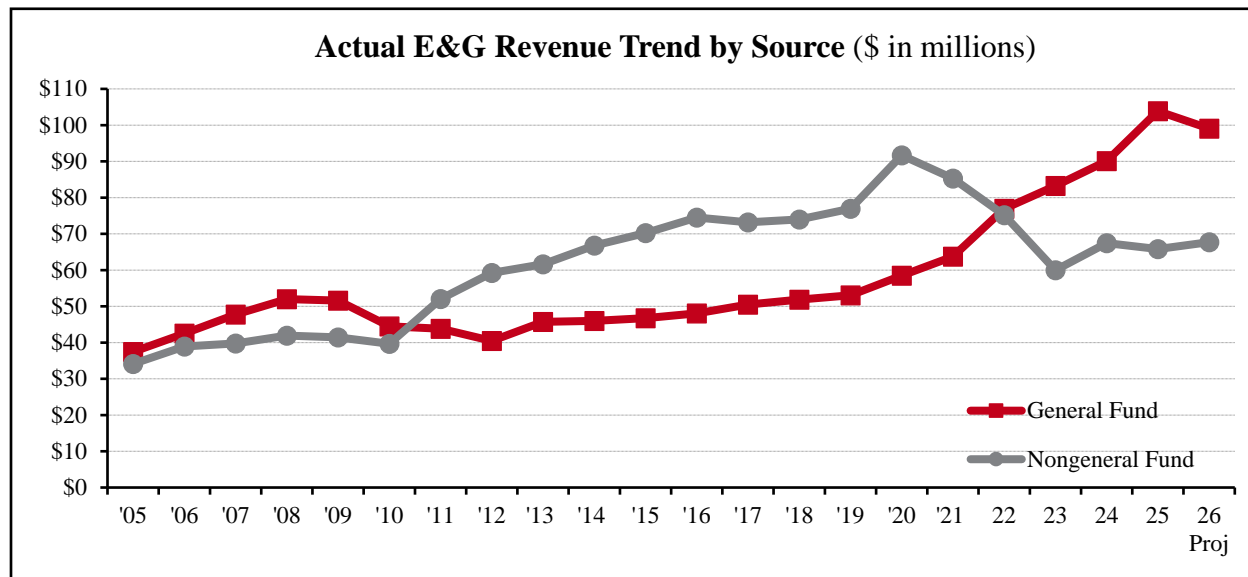


\*Excludes carryforward

Figure 2 displays the E&G general fund and non-general fund trends between 2006 and 2026 (projected). In 2010, as a result of the economic downturn and the sustained loss of general fund support, students and their families began funding the majority of the cost of education. The increase in non-general funds for 2020 relates primarily to the merger with Jefferson College of Health Sciences and the related \$20.6 million in Tuition and Fee revenue associated with the new RUC site. There is also an increase in general funds related to the initial \$1.7 million allocation to RUC, as well as an infusion of support for Tuition Moderation Funding and other mandatory cost increases. A notable increase comes in 2022 with the historic \$10 million investment to equalize RUC tuition with the main campus, along with \$2.9 million to maintain affordability on main campus. The most recent notable increase, in 2025, is a result of an infusion of Affordable Access funding, a large increase in student financial aid, as well as one-time funding for 2026 priorities:

Nursing Program, Affordable Access and Student Financial Aid, late in the 2025 fiscal year. The Commonwealth has continued to invest in higher education to ensure institutions remain affordable.

**Figure 2: E&G General Fund/Non-general Fund Split Historical Trend (*Nominal Dollars*)**



\*Excludes Carryforward

### Proposed Operating Budget:

#### 2025-26 Projected Total Revenue

Radford University's institutional budget is derived from two primary fund sources:

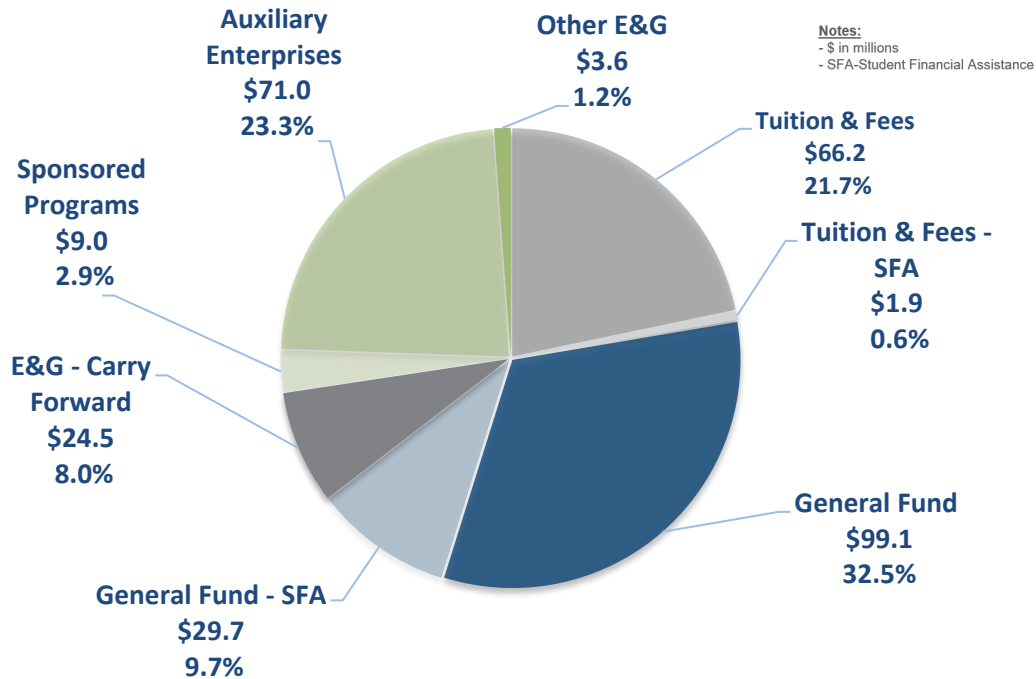
- **General Fund (GF)** – Virginia tax dollars (unrestricted), distributed through the Commonwealth's budget process and documented through the Virginia Acts of Assembly (i.e. Appropriations Act).
- **Non-general Fund (NGF)** – tuition, mandatory (technology and comprehensive) fees, user (room and board) fees, other E&G and auxiliary enterprises fees, grants/contracts/research, federal student work study, and commissions (e.g. dining services, bookstore, laundry, etc.).

For the fiscal year 2025-26, the University is projecting revenue of \$304.9 million. This reflects a 9 percent increase from the 2024-25 Original Total Budget.

The majority of the University's total operating budget, 54.1 percent (*excluding carryforward*) is supported through non-general fund sources. The remaining 45.9 percent (*excluding carryforward*) is supported through the general fund. Figure 3 displays the breakdown of projected revenue by major funding sources.



**Figure 3: 2025-26 Projected Total Revenue (All Sources and Programs)**



## 2025-26 Projected Total Expenditures

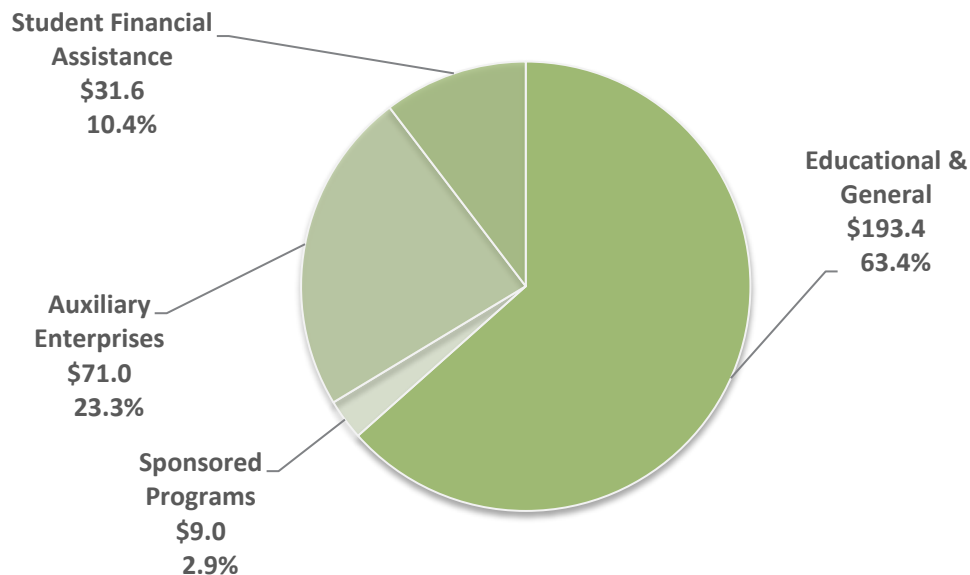
Expenditures are expected to total \$304.9 million for 2025-26.

Figure 4 illustrates projected expenditures for each of the major programs which include:

- **Educational & General (E&G):** Activities to provide instruction, research, public service, academic support (e.g., library, deans), student support services (e.g., admissions, financial aid, registrar), and program support (e.g., administration, institutional support, physical plant) services.
- **Student Financial Assistance:** Activities to provide financial assistance to Virginia students.
- **Financial Assistance for Educational and General Services Program (Sponsored Programs, Grants and Contracts):** Activities to provide additional resources for educational and general services through third-party grants, contracts, and research.
- **Auxiliary Enterprises:** Self-supporting activities to provide goods or services to students, faculty, staff, and visitors (e.g. residence halls, dining services, bookstore, athletics, student activities, etc.).

The E&G program represents 63.4 percent of the expenditure budgeted while Auxiliary Enterprises accounts for 23.3 percent. The remaining 13.3 percent is split between Student Financial Assistance and Sponsored Programs.

**Figure 4: 2025-26 Projected Expenditures by Major Program**



Attachment I and Schedules A and B provide an overview of the University's proposed 2025-26 operating budget by major program. Attachment I details the 2025-26 Funded E&G Initiatives, Schedule A provides an overview of the 2025-26 Total University Operating Budget, and Schedule B reflects the 2025-26 Auxiliary Enterprise Budget by major program area.

The following is a narrative description by major program to complement the financial information presented in Attachment I and Schedules A and B.

***Educational & General (E&G) Program –***

The Educational and General (E&G) program supports instruction, academic support, libraries, public service, student services, institutional support, and operation/maintenance of the physical plant. The proposed 2025-26 E&G operating budget (base and one-time) totals \$193.4 million. The percentage of the E&G budget supported by general funds is projected to be 50.2 percent for 2025-26. The University is anticipating to receive \$1.8 million in general funds for mandated salary increases as well as \$1.0 million in fringes and other categories. Projected E&G non-general fund revenue is derived primarily from tuition and fees at \$66.2 million, an E&G carryforward of \$24.5 million, with all other E&G revenue totaling \$3.6 million.

***Student Financial Assistance Program –***

Commonwealth support from the general fund is appropriated for scholarships and fellowships to undergraduate and graduate students. The authorized general fund appropriation for fiscal year 2025-26 is \$29.7 million. In addition to general fund support, the University continues to commit \$1.9 million from institutional non-general fund resources to support undergraduate need-based financial aid.

***Financial Assistance for Educational and General Services Program (Grants/Contracts) –***

The University receives external funding for grants and contracts from a variety of federal, state, private, and local sources. For the fiscal year 2025-26, estimated annual activity for Sponsored Programs is projected at \$9.0 million.

***Auxiliary Enterprises Program –***

The Auxiliary Enterprises program supports student service activities such as residential life, dining, athletics, recreation, student health, and transportation. Funding for this program is generated from contract commissions and fees assessed to students and/or users. The Commonwealth requires Auxiliary Enterprises to be financially self-supporting. For this reason, general fund support and tuition revenue cannot be allocated to these activities.

For the fiscal year 2025-26, the revenue budget for Auxiliary Enterprises is projected to be \$71.0 million. It should be noted that all auxiliary budgets were adjusted to account for projected revenue changes due to enrollment levels, salary increases, auxiliary indirect rate, and contractual commitments, as necessary.

**Action:**

Radford University Board of Visitors approval of the 2025-26 operating budget as presented in Schedule A for Total Operating Budget and Schedule B for Auxiliary Enterprises.

**RADFORD UNIVERSITY BOARD OF VISITORS**

**Resolution**

**September 11, 2025**

**Approval of the Radford University 2025-26 Operating Budget**

**BE IT RESOLVED**, the Radford University Board of Visitors approves the fiscal year 2025-26 operating budget as presented in Schedule A for Total Operating Budget and Schedule B for Auxiliary Enterprises.

**RADFORD UNIVERSITY BOARD OF VISITORS**  
**Business Affairs and Audit Committee**  
**September 11, 2025**

**Action Item**

**Approval of the Radford University Administrative and Professional Faculty Handbook Revision**

**Item:**

Board of Visitors approval of the Radford University Administrative and Professional (AP) Faculty Handbook Revisions.

**Summary:**

The AP Faculty Handbook has been updated to amend the timeline for AP Faculty evaluations and revised performance expectations.

The revision to the AP Faculty Handbook is now being submitted to the Board of Visitors for consideration and final approval. The AP Faculty Senate has recommended the revision, legal counsel has reviewed the revision, and the President's Cabinet has approved the revision.

The following proposed language represents the recommended edits to the Administrative and Professional Faculty AP Faculty Handbook.

**1.9.3 Timelines for Evaluation and Revised Performance Expectations**

- The Performance Cycle follows the Commonwealth of Virginia's Fiscal Year, July 1 to June 30 of each year.
- Performance Expectations shall be developed for new employees within 30 business days from the beginning of employment.
- Annual evaluations for the preceding year shall be completed no later than the last day of the annual performance cycle.
- Revised Performance Expectations for the current year shall be developed no later than 30 business days from the beginning of the annual performance cycle.

**Action:**

Radford University Board of Visitors approval of the revisions to the AP Faculty Handbook.

**RADFORD UNIVERSITY BOARD OF VISITORS**

**Resolution**

**September 12, 2025**

**Approval of the Radford University AP Faculty Handbook Revisions**

**BE IT RESOLVED**, the Radford University Board of Visitors approves the Administrative and Professional (AP) Faculty Handbook revisions as presented within the proposed action item.

# Student Representative Report



September 12, 2024

# Get to know Dominika Butler

- Bachelor of Science Middle Education, Social Science Major
- Executive Highlander Guide
- Floyd Hall Resident Assistant
- Honors College Liaison





# My Overall Initiative



- Networking
- Promotion of campus resources
- Continuing to support our community

# My Desired Outcome



- Identifying a universal system of student communication
- Continuation of monthly student leader meetings
- Implementing new traditions into student involvement



# General Focus

- Using my current connections and resources
- Connecting with Student Involvement, Athletics, and RUC
- Connect with BOV student representatives within the commonwealth



# Looking Forward

- Conference day with BOV student representatives
- Monthly meetings with student leaders
- Visiting RUC campus
- Networking across campus





# Goal Monitorization & Process

- Student surveys to collect data
- Meeting with student organizations and leaders
- Talking to different departments
- Relying on my networks



# Discussion

# Minutes



Radford  
UNIVERSITY



Board of Visitors

Quarterly Meeting

9:00 a.m.\*\*

June 6, 2025

Kyle Hall, Room 340, Radford, VA

**DRAFT**  
**MINUTES**

**Board Members Present**

Mr. Marquett Smith, Rector

Mr. Tyler W. Lester, Vice Rector

Mr. Dale Ardizzone

Ms. Betsy D. Beamer

Ms. Joann S. Craig

Ms. Callie M. Dalton

Mr. William C. Davis

Dr. Betty Jo Foster

Mrs. Jennifer Wishon Gilbert

Mr. George Mendiola, Jr.

Ms. Lisa W. Pompa

Mr. David A. Smith

Mr. Jonathan D. Sweet

Mr. James C. Turk

Dr. Matthew Close, Faculty Representative (Non-voting Advisory Member)

Mr. Onajae Edmund, Student Representative (Non-voting Advisory Member)

**Board Member Absent**

Ms. Jeanne S. Armentrout

**Others Present**

Dr. Bret Danilowicz, President

Ms. Karen Castele, Secretary to the Board of Visitors and Special Assistant to the President

Dr. Dannette Gomez Beane, Vice President for Enrollment Management and Strategic Communications

Dr. Rob Hoover, Vice President for Finance and Administration

Dr. Angela Joyner, Vice President for Economic Development and Corporate Education

Ms. Susan Richardson, University Counsel

Dr. Susan Trageser, Vice President for Student Affairs

Dr. Bethany Usher, Provost and Senior Vice President for Academic Affairs

Ms. Penny Helms White, Vice President for Advancement and Alumni Relations



### **Call to Order**

Rector Marquett Smith called the quarterly meeting of the Radford University Board of Visitors to order at 9:00 a.m. in Room 340 in Kyle Hall. Rector Smith welcomed everyone to the meeting and expressed his appreciation for the work preparation. He specifically thanked the catering and information technology staff for their work for the Board meetings.

### **Approval of Agenda**

Rector Smith asked for a motion to approve the Board of Visitors meeting agenda for June 6, 2025, as published. Ms. Betsy Beamer so moved, Dr. Betty Jo Foster seconded, and the motion carried unanimously.

### **Approval of Minutes**

Rector Smith asked for a motion to approve the March 21, 2025 minutes of the Board of Visitors meeting. Ms. Joann Craig so moved, Mr. David Smith seconded, and the motion carried unanimously.

### **The Radford Experience**

Rising junior Joshua Czorapinski, a biomedical science and chemistry major, presented his experience of finding his place at Radford through research, specifically he provided an overview of his ongoing work to study beta-glucuronidase and the protein's role in human recovery from chemotherapy treatments. Professor of Chemistry Kim Lane provided information on the work-based learning opportunities in the Department of Chemistry.

### **President's Report**

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

### **Strategic Plan 2026-2031 Update**

Strategic Planning Committee Co-chairs Dr. Angela Joyner and Dr. Sharon Roger Hepburn provided an update to the Board of Visitors including progress to date, proposed edits to the Mission Statement and next steps for the Implementation Planning Team. The draft strategic plan will be presented at the September Board of Visitors meeting and voted on in December. Rector Smith asked for a motion to approve the Mission Statement as edited. Mr. Tyler Lester so moved, Mr. Jonathan Sweet seconded, and the motion carried unanimously. A copy of the resolution is attached hereto as ***Attachment B*** and is made a part hereof.

### **Report from the Academic Excellence and Research Committee**

Ms. Betsy Beamer stated that the Committee met on June 5, 2025 and shared the Committee heard Academic Affairs updates from Provost Bethany Usher including Points of Pride, general education updates, and research productivity.

Academic Affairs has hired Dr. Rachel Williams as the new Dean of the College of Visual and Performing Arts and has active searches for three administrative positions. An update was given on the Dean search for the College of Humanities and Behavioral Sciences, the search for Assistant Vice President for Health Services and Assistant Vice President for Radford Online.

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

### **Action Items**

#### **Approval of Teaching and Research Faculty Tenure**

Ms. Beamer reviewed the proposed action item with the Board of Visitors. Rector Smith asked for a

motion to approve the resolution. Mr. William C. Davis so moved, Mr. Dale Ardizzone seconded, and the motion carried unanimously. A copy of the resolution is attached hereto as ***Attachment C*** and is made a part hereof.

**Approval of Changes to the Teaching and Research Faculty Handbook, Section 1.4.1.3 Faculty Issues; Section 1.8.4 Composition of Faculty Appeals Committees; and Section 1.9.5 Composition of Faculty Grievance Committee**

Ms. Beamer reviewed the proposed action items with the Board of Visitors and requested that if there were no objections, the handbook revisions would be voted on in a block vote. Rector Smith asked for a motion to approve the resolution. Mrs. Jennifer Wishon Gilbert so moved, Mr. Dale Ardizzone seconded, and the motion carried unanimously. Copies of the resolutions are attached hereto as ***Attachment D, E and F*** and is made a part hereof.

**Approval of the Creation of the Bachelor of Science in Applied Biotechnology Degree Program**

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

**Approval of Resolution Honoring the Naming of the College of Business and Economics as the Sandra C. Davis and William C. Davis College of Business and Economics**

Ms. Beamer reviewed the proposed action item with the Board of Visitors. Rector Smith asked for a motion to approve the resolution. Ms. Lisa Pompa so moved, Mr. David Smith seconded, and the motion carried unanimously. A copy of the resolution is attached hereto as ***Attachment H*** and is made a part hereof.

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

Dr. Betty Jo Foster stated that the Committee met on June 5, 2025, and shared the Committee heard from the Auditor of Public Accounts David Rasnic regarding the University's FY 2024 financial statement audit, for which the University will receive an unmodified opinion. University Auditor Margaret McManus presented an oral report on the March 2025 quarterly review of the University Discretionary Fund. She also presented three audit reports on IT Audit of Account Management for the Cloud-Hosted Application – Automatic Data Processing (ADP); IT Audit of Titanium – Center for Assessment & Psychological Services; IT Audit of Titanium – Student Counseling Services, and a follow-up audit status report. Associate Vice President for Facilities Management Jorge Coartney provided an update on active Capital Projects. These projects included Chick-fil-A, Esports, Tyler and Norwood, the Co-Gen Project, Dalton Hall, Roanoke Innovation Corridor, Amphitheater, and the Infrastructure Project. Vice President for Finance and Administration Rob Hoover presented an update on the positive progress towards the division's two-year goals. He also presented an overview of the Six-Year Plan, a financial update for fiscal year 2025, and a review of the 2025 legislative actions.

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

Mrs. Jennifer Wishon Gilbert stated that the Committee met on June 5, 2025 and the Committee first heard from Vice President for Enrollment Management and Strategic Communications Dannette Gomez Beane began who provided an overview of the Pell Initiative for Virginia (PIV) and Institution-wide Barrier Removal (IwBR). Vice President Dannette Gomez Beane also provided an Enrollment Management update, stating that deposits are tracking closely with Fall 2024. Freshman deposits show a slight increase, while transfer deposits show a slight decline. Due to improved retention rates, total enrollment across all levels is projected to exceed the stabilization target and reflect moderate growth. Vice President Dannette Gomez Beane provided an update on the University Communication Plan and introduced new team members.

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

Ms. Lisa Pompa stated that the Committee met on June 5, 2025 and Vice President for Economic Development and Corporate Education Angela Joyner provided an update on the IMPACT Lab, including the establishment of a strategic collaboration with VDOE that successfully enrolled 334 early childhood educators in non-credit education offerings. Vice President Joyner also shared an overview of events happening in Economic Development, including CoWorks @THE HUB recently celebrated its grand opening. The Talent Connect Summit was held on April 24, 2025 at Radford University with the primary purpose of connecting students with employers, particularly those receiving IT certifications. Vice President Joyner shared details about the riverfront amphitheater proposal currently underway. The project objectives include creating a versatile outdoor venue for programming, boosting economic impact in the region, providing hands-on learning experience for students, and increasing opportunities for small businesses and entrepreneurs. A joint work between the university, the city of Radford, regional economic development groups and tourism organizations are currently working through the proposal details for the next phase of the project. The next steps include refining venue design, developing proforma assumptions, and finalizing programming inputs to proceed to the next.

Ms. Pompa reported that Vice President for Advancement and Alumni Relations Penny Helms White provided an update on the Athletic Feasibility Study. The final report, prepared by Huron | GG+A, is anticipated this fall and will serve as a guide for the next steps in the university's fundraising strategy. Vice President White shared that, as of April 30th, Radford University has secured a total of \$8.9 million in fundraising for FY25. Notably, there is a positive trend in both documented planned gifts and cash contributions, reflecting strong donor confidence and increased engagement. In support of efforts to engage students prior to graduation, the university introduced a new event this year: Tartan Toast & Tailgate. Held during a baseball game at Sherman Carter Memorial Baseball Stadium, the event featured BBQ, lawn games, and a celebratory toast led by President Danilowicz, welcoming graduating seniors into the alumni community. To enhance the donor pipeline, the university has begun reimagining its Annual Giving program to align with industry best practices. Carolyn Clayton, Director of Annual Giving, provided an overview of the restructuring efforts aimed at increasing donor participation, retention, and impact. The target for FY25 is to raise \$1 million and engage 3,000 unduplicated donors, with an emphasis on alumni donor retention.

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

Mr. David Smith stated that the Committee met on June 5, 2025 with Vice President Susan Trageser sharing that SGA President Jada Freeman could not be at the meeting however share an update on Jada's impactful work throughout the year. In a Student Affairs update, Vice President Trageser reported the Division is on track and continuing to make progress on four (4) goals in the University's two-year plan. These include utilizing Selu as a space for well-being; providing space and programs for students to de-stress, reset and re-center; documenting engagement in programs and events; and improving the quality of service provided to students. The Highlander Pantry continues to support the well-being of community members with increased usage. The Compass Program is an initiative supported by a \$1.19 million grant awarded by SCHEV, spanning four (4) years. The program and its staff are "dedicated to supporting the retention and graduation of Pell Eligible undergraduates at Radford University" and "serves as a one-stop advocate to navigate university systems from application to graduation." Vice President Trageser announced that Radford University has officially been named 2025's Top Adventure College by the Blue Ridge Outdoors Magazine!

Mr. David Smith reported that Director of Athletics Robert Lineburg reported that this was the second semester that all 16 varsity programs earned a team GPA of at least 3.0 or higher! Fall semester was highlighted by an overall department GPA of 3.50 and 82% of all student-athletes earning 3.0 GPA or higher. 67% of all student-athletes earned a 3.4 GPA or higher and there are 61 student-athletes with a perfect 4.0 GPA. After 18 months of planning, Athletics is finalizing the strategic plan for the next five (5) years with priorities focusing on four (4) key areas: Student-Athlete Experience, Compete

Excellence, Resource Development and Community Engagement. Mr. Lineburg reported on competitive excellence by highlighting Women's Golf winning the Big South Championships (First Ever) and advancing to the NCAA Tournament in Charlottesville, VA. Under first year head coach, Kevin Fagan, the softball program won the regular-season title and advanced to the semi-finals of the Big South Tournament. Mr. Lineburg provided an update on all external revenue streams including sponsorship revenue of \$408,750 and \$2,368,227 so far in the FY25 Fund Drive with over 1,400 donors.

#### **Report from the Radford University Foundation**

Ms. Joann Craig, Representative to the Radford University Foundation Board of Directors, provided an update on recent Foundation news and activities. President Danilowicz and John Cox shared the ribbon cutting duties on Wednesday at the Highlander Hotel. The Radford Chamber of Commerce organized the event in celebration of the Highlander becoming a Hilton property. This is a major move for the hotel. At a special board meeting last week, the Foundation Board approved the recommendation of the Executive Committee, and they named Foundation CFO Derek Neal as the new Foundation CEO. Derek will succeed John Cox, who is retiring at the end of June. Derek has been with the foundation for more than 10 years, and John is retiring after almost 15 years. The next Foundation Board meeting is scheduled for June 19. The preliminary work for the fiscal 2025 audit will start in late June, with most of the work to be done in September. Ms. Craig distributed an asset summary report, attached hereto as ***Attachment I*** and made a part hereof.

#### **Report from the Faculty Representative on the Board**

Faculty Senate Matthew Close provided the Board of Visitors members with the results of the 2024 Faculty Morale Survey, including the background of the faculty morale surveys, information about the 2024 survey and the 2024 result, trend and next steps. Areas of improvement will be identified and efforts made to make positive changes. Dr. Close acknowledged the work of the 2024-25 Campus Environment Committee and the Office of Institutional Effectiveness and Quality Improvement.

#### **Report from the Student Representative on the Board**

Student Representative to the Board Onajae Edmund shared his work for the year, including the challenges and suggestions for improving student engagement. He thanked the Board members for the tremendous experience he had during the year and that it had made an impact on the direction of his career.

#### **Closed Session**

Rector Smith requested a motion to move into closed session. Mr. Tyler Lester made the motion that the Radford University Board of Visitors convene a closed session pursuant to **Section 2.2-3711 (A) Items 1, 2 and 8** under the Virginia Freedom of Information Act for the discussion of personnel matters, more specifically related to the president's employment agreement and performance plan, the discussion of scholastic records, more specifically interviews of student representative candidates and for consultation with legal counsel. Mrs. Jennifer Wishon Gilbert seconded. With all in favor, the Board of Visitors went into closed session at 11:10 a.m.

#### **RECONVENED SESSION**

Following closed session, public access to the meeting was reconnected. Rector Smith called the meeting to order at 12:50 p.m. On the motion made by Mr. Tyler Lester and seconded by Mrs. Jennifer Wishon Gilbert, the following resolution of certification was presented.

#### **Resolution of Certification**

BE IT RESOLVED, that the Radford University Board of Visitors certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements under this chapter were discussed in the closed meeting to which this certification resolution applies, and

(ii) only such public business matters as were identified in the motion by which the closed session was convened were heard, discussed or considered by the Board.

Roll Call	Vote
Mr. Tyler Lester	Yes
Mr. Dale Ardizzone	Yes
Ms. Betsy Beamer	Yes
Ms. Joann S. Craig	Yes
Ms. Callie Dalton	Yes
Mr. William C. Davis	Yes
Dr. Betty Jo Foster	Yes
Mrs. Jennifer Wishon Gilbert	Yes
Mr. George Mendiola	Yes
Ms. Lisa Pompa	Yes
Mr. David A Smith	Yes
Mr. Jonathan Sweet	Yes
Mr. James Turk	Yes
Mr. Marquett Smith	Yes

### **Other Business**

#### **Approval of Evaluation and Compensation**

Rector Smith asked for a motion to approve the resolution for the 2024-25 Performance Plan and compensation for President Danilowicz. Ms. Betsy Beamer so moved, Mr. Dale Ardizzone seconded, and the motion carried unanimously. A copy of the resolution is attached hereto as ***Attachment J*** and is made a part hereof.

#### **Approval to Adopt Bylaws**

Rector Smith asked for a motion to approve the current Bylaws, specifically Section 3 (E) Individual Member(s) Participation via Electronic Communications and Section 3 (F) All-Virtual Meetings. Mrs. Jennifer Wishon Gilbert so moved, Mr. Jonathan Sweet seconded, and the motion carried unanimously. A copy of the resolution is attached hereto as ***Attachment K*** and is made a part hereof.

#### **Approval to Suspend Bylaws – Officers**

Rector Smith asked for a motion to suspend Section 4(B) of its Bylaws as it relates to the timeline for nominations and elections of officers for 2025-2026. Mr. William C. Davis so moved, Mr. Jonathan Sweet seconded, and the motion carried unanimously. A copy of the resolution is attached hereto as ***Attachment L*** and is made a part hereof.

#### **Approval of Restructuring the Athletic Program**

Rector Smith asked for a motion to approve the restructuring of the athletics program. Ms. Joann Craig so moved, Dr. Betty Jo Foster seconded, and the motion carried with Mr. David Smith abstaining. A copy of the resolution is attached hereto as ***Attachment M*** and is made a part hereof.

#### **Approval of Update to Procedures for Public Comment**

Rector Smith asked for a motion to approve the update for the Procedures for Tuition Notice and Public Comment. Mr. David Smith so moved, Mr. Tyler Lester seconded, and the motion carried unanimously. A copy of the resolution is attached hereto as ***Attachment N*** and is made a part hereof.

### **Approval of Employment Agreement**

Rector Smith asked for a motion to approve an early extension to President Bret Danilowicz's employment agreement. Mr. Dale Ardizzone so moved, Mr. George Mendiola seconded, and the motion carried unanimously. A copy of the resolution is attached hereto as ***Attachment O*** and is made a part hereof.

### **Approval of Resolutions**

The Board of Visitors presented and approved a resolution of appreciation to Marquett Smith, Tyler Lester and Lisa Pompa as their term on the board ends June 30, 2025. Mr. George Mendiola made a motion to approve, Mr. Jonathan Sweet seconded, and the motion carried unanimously. A copy of the resolutions is attached hereto as ***Attachment P*** and is made a part hereof.

### **ANNOUNCEMENTS**

#### **2025 Dates**

July 20-22, 2025 Retreat

Sept. 11-12, 2025

Dec. 4-5, 2025

#### **2026 Dates**

Feb. 25, 2026 Budget Workshop (8:30 a.m.)

March 19-20, 2026

June 4-5, 2026

July 19-21, 2026, Retreat

Sept. 10-11, 2026

Dec. 3-4, 2026

### **ADJOURNMENT**

With no further business to come before the Board, Rector Smith adjourned the meeting at 1:19 p.m.

Respectfully submitted,

Karen Castele

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



**Board of Visitors Remarks  
President Bret Danilowicz  
June 6, 2025**

At this time last year, I began by saying a pause for celebration was in order. I believe that sentiment still holds true today.

We have made significant strides—hitting ambitious enrollment, philanthropic, and operational targets—positioning Radford University on a stable and upward trajectory as we look toward the adoption of a new six-year strategic plan in 2026.

And this is a season of celebration. More than 1,900 students earned their Radford degrees during our winter and spring commencements. I'd like to acknowledge the incredible work of our faculty, staff and our students that resulted in these life-changing outcomes. I also want to share a special thanks to you, our board members, for your help in advancing student success, access, and affordability initiatives that helped make these graduations possible.

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**Progress on the Two-Year Plan**

A key driver of our progress has been the leadership of our vice presidents—many of whom were new to their roles a year ago. Their collaboration has produced meaningful and measurable results. The full updates are in your Two-Year Plan Progress Report, but highlights include:

- Extending Radford Tuition Promise benefits to over **2,200 students**, driving new student and transfer enrollment growth.
- Achieving a **94% fall-to-spring retention rate**—our highest since 2019.
- **Completing the TOGETHER Campaign**, exceeding our goal by raising **over \$106 million**.
- Boosting **brand perception by 16%**.
- Increasing the percentage of students engaging in high-impact experiential learning to **81% of the Class of 2025**.
- Launching the **CoWorks model @ The HUB**, offering competitively priced co-working space and linking entrepreneurs with university talent.

- Encouraged more students to utilize university programming that helps them with well-being, and there was a 211% increase in participants.
- Successfully restructured and streamlined the Division of Academic Affairs.
- Placed the university in a “Healthy” fiscal position, ending the last fiscal year close to budget but with less expenditure and more revenue than budgeted resulting in additional carry forward funds.

These achievements lay a solid foundation as we transition from our Two-Year Plan to a 6-year strategic plan we aim to finalize in December. The 6-year the Strategic Planning process has reached its midpoint, and Drs. Angela Joyner and Sharon Roger Hepburn will share a more detailed update of the plan’s status at the conclusion of my report. To meet timing requirements, you will vote today on the university’s revised mission statement, which will then be submitted to SCHEV for final approval and will be included with the completed strategic plan. Our proposed mission statement better defines Radford University’s purpose and describes why we exist in a more concise and memorable way. The draft strategic plan remains on track to be presented for your input during the September meeting and a vote for its approval will be scheduled for this coming December.

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### **Government Relations and State Budget Wins**

Our state and federal outreach, led very effectively by **Lisa Ghidotti**, has positioned Radford well.

The amended 2024–26 biennium budget, signed by Governor Youngkin last month, includes key investments:

- One-time funding
  - **\$2.1M** for **nursing workforce initiatives**
  - **\$1.8M** in operational support to **maintain affordability**
  - **\$609K** in **need-based financial aid**
- Authorization and funding for **planning a Roanoke Health Sciences Academic Building**.
- Approval to move forward on the **Dalton Hall renovation**.
- University employees will receive a **1.5% bonus this month**, and a **3% raise in FY26** was included in last year’s state budget.



This month, we'll host **Virginia Boys State**, bringing together state leaders, judges, and attorneys. Later in June, we'll welcome **local and regional economic development leaders** for a luncheon featuring **Congressman Morgan Griffith**. Meanwhile, the **Council of Presidents** continues to meet quarterly with the Governor to address shared higher ed priorities.

As in past years, I will visit General Assembly members across the Commonwealth this summer and fall to share updates, discuss 2026 session priorities, and better understand workforce needs in their districts.

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### University Recognition and Leadership

Radford University was recently designated as an “**Opportunity College and University – Higher Access, Higher Earnings**” by the Carnegie Classification system—placing us among just **379 U.S. institutions** recognized for both access and strong postgraduate outcomes.

With **94% of our graduates** employed or in graduate school within six months, we are delivering on the promise of higher education—helping students achieve rewarding careers and meaningful lives.

I'm also pleased to welcome **Dr. Rachel Marie-Crane Williams** as the new **Dean of the College of Visual and Performing Arts**, starting July 10. She joins us from the University of North Carolina School for the Arts.

Thank you to **Dr. Tim Channell**, who served admirably as interim dean of CVPA and led the college through its transition to the Artis Center. I also want to thank **Dr. Jeff Aspelmeier** for continuing his role as interim dean of the College of Humanities and Behavioral Sciences as the permanent search pauses until fall 2025.

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### Athletics and Student Distinction

It was a standout spring for Highlander Athletics:

- **Women's Golf** won its first-ever Big South Championship and competed in an NCAA Regional.
- **Softball** claimed its fifth regular-season title under new head coach **Kevin Fagan**.
- **Baseball** qualified for the Big South tournament for the first time since 2019.

- **Marley Krach** and **Cassie Barbato** earned the **George R. Christenberry Award** for academic excellence—the top honor for grades in the Big South.

And in true Highlander fashion, we were voted **Top Adventure College** by *Blue Ridge Outdoors Magazine*! This recognition reflects the incredible work of **D.J. Preston** and the Student Recreation and Wellness team. It also amplifies our appeal to prospective students drawn to academic rigor *and* outdoor adventure.

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### **Board Acknowledgements**

In closing, I want to thank each of you for your service this year. Your commitment to Radford University and the spirit of collaboration you bring are essential to our continued success.

A special note of thanks to **Onajae Edmund**, our outgoing Student Representative. Your insight and leadership have been invaluable. We wish you the best as you continue your journey in dance, teaching, and perhaps one day, higher education leadership.

**Radford University Board of Visitors  
Resolution**

**June 6, 2025**

**Approval of Mission Statement**

**WHEREAS**, Radford University has started the planning process for a new six-year strategic plan that will guide the direction of the institution through 2031; and

**WHEREAS**, as part of the planning process, the Mission Statement was reviewed and edited as it will serve as the foundation for the strategic plan; and

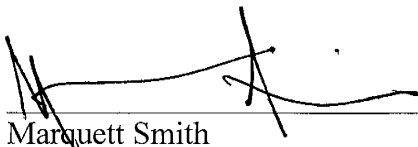
**WHEREAS**, the proposed Mission Statement is:

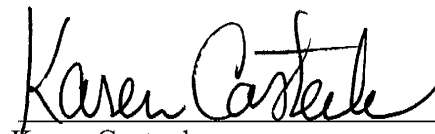
**Radford University: Empower Brighter Futures, Build Stronger Communities**

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;

**NOW THEREFORE BE IT RESOLVED**, the Radford University Board of Visitors hereby considers and passes this resolution to adopt the Radford University Mission Statement for further review and subsequent consideration by the State Council of Higher Education for Virginia and/or the Virginia General Assembly.

Approved: June 6, 2025

  
\_\_\_\_\_  
Marquett Smith  
Rector  
Radford University

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

**RADFORD UNIVERSITY  
ACADEMIC EXCELLENCE AND STUDENT SUCCESS COMMITTEE  
JUNE 5, 2025**

**RESOLUTION OF TENURE RECOMMENDATIONS**

**WHEREAS**, the tenure-track faculty are appointed initially on one-year contracts and throughout the probationary period, which is normally six years, they are subject to reappointment annually upon recommendation by the Department Personnel Committee, the Department Chair, the College Dean, the Provost, and the President; and

**WHEREAS**, no later than the beginning of the fall semester of the sixth year of full-time appointment, tenure-track faculty are notified by their Department Chairs of their eligibility for consideration for award of tenure and candidates for tenure must submit to their Department Personnel Committees pertinent information regarding their qualification for tenure, including a statement justifying the granting of tenure, all past performance evaluations, including a summary of student evaluations and any peer evaluations, a current curriculum vita, and any other relevant documentation; and

**WHEREAS**, criteria for the award of tenure include: the continuing need for the individual's expertise; the individual's teaching effectiveness; effectiveness as an advisor; professional development; participation in University co-curricular activities; committee work; cooperation with colleagues; and contributions towards the objectives of the department, college, and University; and

**WHEREAS**, upon consideration of the candidate's achievement of the above criteria, the Department Personnel Committee submits its recommendation to the Department Chair, who in turn submits his or her recommendation to the College Dean. The Dean submits his or her recommendation to the Provost, and the Provost submits their recommendation in each case to the President. At each stage, the recommendation is added to the previous recommendations, and all are transmitted to the next level. Copies of each recommendation, together with justification, are sent to the faculty member, who has the right to appeal negative recommendations to the Faculty Grievance Committee; and

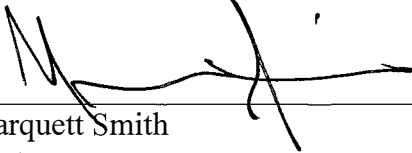
**WHEREAS**, the final authority for awarding or denying tenure lies with the Board of Visitors and all of the faculty members listed below have met the criteria for award of tenure;

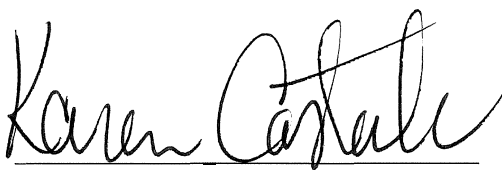
**COLLEGE OF VISUAL AND PERFORMING ARTS**

<u>Name</u>	<u>Department</u>
Rachel Williams	Department of Art

**THEREFORE, BE IT RESOLVED**, that the Academic Excellence and Student Success Committee recommends that the Board of Visitors approve the faculty Tenure recommendations listed above to become effective the beginning of the 2025-2026 academic year.

Approved: June 6, 2025

  
 Marquett Smith  
 Rector  
 Radford University

  
 Karen Castele  
 Secretary to the Board of Visitors  
 Radford University

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

**JUNE 5, 2025**

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

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

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

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

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

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

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

**NOW, THEREFORE, BE IT RESOLVED**, that the Board of Visitors of Radford University hereby approves in accordance with §5.0 of the *Teaching and Research Faculty Handbook*, **Section 1.4.1.3: Faculty Issues Committee** of the *Teaching and Research Faculty Handbook* as hereby amended. Said sections are to now read as follows (additions are in **red**):

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Motion to Update the Membership Composition of the Faculty Appeals Committee as described in Academic Governance at Radford University

**Referred by:** Faculty Issues Committee

## **MOTION:**

The Faculty Senate approves the addition of language (**red type**) and the deletion of language (~~stricken through~~) in *Section 1.4.1.3 of the T & R Faculty Handbook*.

### **1.4.1.3 Student Evaluations of Faculty**

For courses housed in departments, the Department Personnel Committee is responsible for the ~~administration, collection and delivery~~ **coordination** of the University-wide student evaluations ~~forms~~ for all teaching faculty in the department. **For courses not housed in departments (e.g., courses with a Women's Studies prefix), the Program Director is responsible for the coordination of the University-wide student evaluations. Evaluation results will be distributed electronically to the faculty member who is the subject of the evaluation, the faculty member's Department Chair, and the Chair of faculty member's Department Personnel Committee.** ~~The Personnel Committee is responsible for distribution of the results of student evaluations to the Department Chair and the faculty member who is the subject of the evaluation.~~ The University-wide ~~form~~ **student evaluation**, along with any department-specific additions, shall be considered the official source of student evaluation of teaching. However, use of this **evaluation form** does not preclude the use and report of additional assessments of teaching at the discretion of each faculty member.

~~For courses not housed in departments (e.g., courses with a Women's Studies prefix), the program director is responsible for the administration, collection and delivery of the Universitywide student evaluation forms for all instructors. The program director is responsible for distribution of the results of student evaluations to each instructor's Department Chair, if relevant, and to the faculty member who is the subject of the evaluation. The University wide form, along with any program-specific additions, shall be considered the official source of student evaluation of teaching. However, use of this form does not preclude the use and report of additional assessments of teaching at the discretion of each faculty member.~~

#### **Procedures:**

1. Student evaluations for full-semester courses shall be conducted during the last two weeks of classes. For any course shorter than a full semester, student evaluations shall be conducted during the last week of [that] classes, prior to the day of the final exam. ~~In the case of evaluations of online courses, the faculty member may designate a 24-hour period during the course evaluation time frame.~~
2. ~~The department personnel committee~~ **Department Personnel Committee** or course supervisor shall determine who is responsible for ~~administering~~ **facilitating** the course evaluations. Under no circumstances shall the actual instructor of the course ~~administer~~ **facilitate** their own evaluations.
3. ~~For All evaluations administered in the classroom, the packet of evaluations given to faculty must include the standard university wide instruction statement (see below). All administrators of the evaluations must read the statement aloud. The statement addresses the conditions under which the evaluations are conducted, how they should be completed by students, and why they are important.~~



To ensure standardized administration of student evaluations, PLEASE READ THE FOLLOWING TO THE CLASS (do not omit or add anything):

**For all evaluations: Please read this before you begin.**

*Student evaluations are an important part of each faculty member's overall evaluation. Professors will use comments you make to help them improve their teaching and classroom procedures. You are asked to be honest, professional, and thoughtful in your responses. Please be professional in your evaluation. Offensive comments (whether related to race, gender, age, disability, or culture) reflect poorly on you as an individual and on the Radford University community as a whole. This is not an image that we support or encourage. No discussions should take place while you are completing the evaluation: each student provides his/her independent assessment of the course and the instructor.*

*These evaluations are entirely confidential and they cannot be traced back to the people who complete them. Instructors will not see the results of these evaluations until after course grades have been submitted. Your comments are very important; consider them carefully.*

## Schedules

The schedules for administration of student evaluations are as follows.

- a. Tenured faculty: The Personnel Committee shall ~~administer~~ **coordinate** student evaluations:
  - during the second ~~semester~~ **term** that a tenured faculty member teaches a course, in all sections of that course
  - whenever the most recent evaluations for that course and instructor are more than five ~~semesters~~ **terms** old
- b. All other faculty, **including both full-time and adjunct faculty**: ~~s~~Student evaluations shall be ~~conducted~~ **coordinated** by the Personnel Committee ~~in~~ **for** all courses, ~~every semester~~.

Exceptions to these cycles of student evaluations may be made under the following circumstances.

- a. A faculty member may request that the Personnel Committee ~~conduct~~ **coordinate** student evaluations **to be conducted** in their own courses more frequently.
- b. The President, Provost, Dean, or Chair may request, in writing, that the Personnel Committee ~~conduct~~ **coordinate** student evaluations **to be conducted** for a specific faculty member during any semester or summer session. This provision is not meant to be invoked to cover all faculty or any department's or college's faculty as a whole.

## Distribution and Archiving of Results

The Chair of the Personnel Committee shall insure ~~distribution~~ of numerical and subjective summary data for an evaluated course **is available** to both the faculty member and the Department Chair within 10 days after this material is made available by the Office of Academic Assessment **Institutional Effectiveness and Quality Improvement**.

Summaries of data from student evaluations ~~collected by the Personnel Committee~~ shall be kept by the Chair of the Personnel Committee for 7 years after collection, ~~either in printed or electronic form~~. Original data collection forms, including scan sheets and comments sheets, shall be kept for at least 1

year after data collection. All records no longer retained by the department shall be returned to the faculty member.

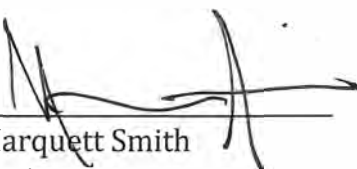
### Complaint Procedures for Prejudicial Evaluations


If a faculty member concludes that comments in the student evaluation data point to the presence of prejudicial evaluations, ~~under current E.E.O.C definitions of “prejudicial,”~~ he or she has ~~they have~~ the right to request the actual copies of the evaluations (not the summary statistics). ~~“Prejudicial” as defined by the E.E.O.C. refers to language and actions “based on stereotypes or assumptions about the abilities, traits, or performance of individuals of a certain sex, race, age, religion, or ethnic group, or individuals with disabilities.”~~ Following receipt of the evaluations, the faculty member may ask for a meeting with the ~~department~~ **Department** chair **Chair** and the chair of the ~~personnel~~ **Personnel** committee **Committee**. If review of the evaluation comments concludes that the evaluations are prejudicial, those evaluations ~~sheets~~ will be removed from the completed ~~forms~~ **evaluations** and the statistics ~~must~~ **will** then be recalculated using the remaining evaluations. If the issue remains unresolved after this meeting, the faculty member may then appeal to the Dean. If this does not lead to resolution of the complaint, the next step is to bring the appeal to the Faculty Appeals committee. These strategies for recourse are necessary and important given the role of student evaluation data in making decisions determining reappointment, tenure, promotion and merit awards.

### RATIONALE:

This motion seeks to update handbook language to match current procedures for Student Evaluations of Faculty.

Approved: June 6, 2025

  
Marquett Smith  
Rector  
Radford University

  
Karen Castele  
Secretary to the Board of Visitors  
Radford University



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

**JUNE 5, 2025**

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

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

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

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

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

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

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

**NOW, THEREFORE, BE IT RESOLVED**, that the Board of Visitors of Radford University hereby approves in accordance with §5.0 of the *Teaching and Research Faculty Handbook*, **Section 1.8.4: Faculty Appeals** of the *Teaching and Research Faculty Handbook* as hereby amended. Said sections are to now read as follows (additions are in **red**):

---

Motion to Update the Membership Composition of the Faculty Appeals Committee as described in Academic Governance at Radford University

Referred by: Governance Committee

**Motion 25-26.01:** The Faculty Senate approves the addition of language (**red type**) and the deletion of language (stricken through) in the Membership Composition of the **Faculty Appeals Committee** in Section 1.8.4 of the *Radford University Teaching and Research Faculty Handbook*.


#### 1.8.4 Composition of Faculty Appeals Committees

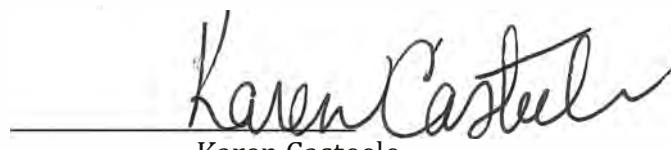
The Faculty Appeals Committee shall consist of ~~ten elected tenured faculty members~~ **one elected tenured faculty member from each academic college**. Representation is as follows: ~~three~~ **one** representatives elected from the College of Humanities and Behavioral Sciences, one from the College of Business and Economics, one from the College of Education and Human Development, one from the College of Visual and Performing Arts, ~~two~~ **one** from the College of Science and Technology, ~~and one~~ **and one from the College of Nursing**. ~~One~~ **Two** tenured faculty members will be ~~elected~~ **selected** at-large by the ~~University faculty~~ **Faculty Senate Executive Council**.

One alternate member shall be elected to the committee from each college. Colleges should establish procedures to ensure that the alternate is not from the same department as the elected member who may temporarily be replaced. Alternates should be those faculty who received the second highest number of votes and are members of a Department other than that in which the committee member elected serves. ~~One~~ **Two** alternate members shall be ~~selected~~ **selected** for the at-large faculty representatives. ~~This~~ **These** shall be the faculty who received the second highest number of votes in the at-large election and who is a members of a departments other than ~~that~~ those in **from** which the elected at-large members serves.

**Rationale:** In 2024, the School of Nursing was elevated to the College of Nursing which requires a reallocation of seats in the Faculty Appeals Committee to include a member from nursing and an alternate. The 2024-2025 Faculty Senate approved a motion to change the Faculty Appeals Committee composition in the *Internal Governance at Radford University* document, and this *Teaching and Research Faculty Handbook* change follows those approved changes to ensure agreement between the two documents.

Approved: June 6, 2025

  
Marquett Smith  
Rector  
Radford University

  
Karen Castele  
Secretary to the Board of Visitors  
Radford University

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

**JUNE 5, 2025**

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

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

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

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

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

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

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

**NOW, THEREFORE, BE IT RESOLVED**, that the Board of Visitors of Radford University hereby approves in accordance with §5.0 of the *Teaching and Research Faculty Handbook*, **Section 1.9.5: Faculty Grievances** of the *Teaching and Research Faculty Handbook* as hereby amended. Said sections are to now read as follows (additions are in **red**):

---

Motion to Update the Membership Composition of the Faculty Appeals Committee as described in Academic Governance at Radford University

Referred by: Governance Committee

**Motion 25-26.02:** The Faculty Senate approves the addition of language (**red type**) and the deletion of language (stricken through) in the Membership Composition of the **Faculty Grievance Committee** in section 1.9.5 of the *Radford University Teaching and Research Faculty Handbook*.

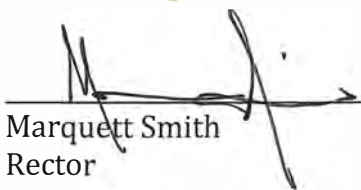
### 1.9.5 Composition of Faculty Grievance Committee

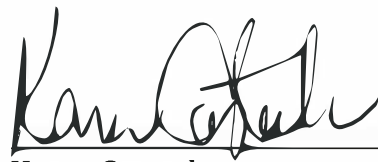
The Faculty Grievance Committee shall consist of ~~ten~~ **one** elected tenured faculty members. Representation is as follows: ~~three representatives elected from the College of Humanities and Behavioral Sciences, one from the College of Business and Economics, one from the College of Education and Human Development, one from the College of Visual and Performing Arts, two from the College of Science and Technology, and one from the Waldron College of Health and Human Services~~ **from each academic college. One Two** ~~tenured~~ **tenured** faculty members will be selected at-large by the University faculty **Faculty Senate Executive Council**.

Elected members and alternates will serve three-year terms. The terms should be staggered so that each year one-third of the members are elected. Members may serve more than one term. One alternate member shall be elected to the committee from each college. Colleges should establish procedures to ensure that the alternate is not from the same department as the elected member who may temporarily be replaced. Alternates should be those faculty who received the second highest number of votes and are members of a Department other than that in which the committee member elected serves. ~~One Two~~ **Two** alternate members shall be selected for the at-large faculty representative. ~~This~~ These shall be the faculty who received the second highest number of votes in the at-large election and who is are a members of a departments other than that in which the elected at-large members serves.

**Rationale:** In 2024, the School of Nursing was elevated to the College of Nursing which requires a reallocation of seats in the Faculty Grievance Committee to include a member from Nursing and an alternate. The 2024-2025 Faculty Senate approved a motion to change the Faculty Grievance Committee composition in the *Internal Governance at Radford University* document, and this *Teaching and Research Faculty Handbook* change follows those approved changes to ensure agreement between the two documents.

Approved: June 6, 2025

  
Marquett Smith  
Rector  
Radford University

  
Karen Casteale  
Secretary to the Board of Visitors  
Radford University



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

**JUNE 5, 2025**

**RESOLUTION TO CREATE A NEW BACHELOR OF SCIENCE (B.S.) IN APPLIED  
BIOTECHNOLOGY DEGREE PROGRAM**

**WHEREAS**, Faculty Senate approved the creation of the new Bachelor of Science in Applied Biotechnology degree program; and

**WHEREAS**, Southwest Virginia, especially in the Roanoke Valley, is promoting a vision of becoming a biotechnology corridor. Radford University intends to expand its footprint in Roanoke to help support that vision; and

**WHEREAS**, Virginia Western Community College in Roanoke launched a biotechnology associates degree in 2023 and Virginia Tech has a vibrant graduate program at the Fralin Institute in Roanoke. Thus, there exists an opportunity to fill the gap by providing an avenue for students with an associate's degree to obtain a bachelor's degree that can provide entry into industry or an advanced degree; and

**WHEREAS**, jobs in the field of biotechnology are expected to grow in Virginia at a rate of 7.3% and there are 10 jobs in Virginia in related occupations for every graduate from a related degree program in Virginia; and

**WHEREAS**, biotechnology industry leaders have expressed a need for new employees to have a background in science and instrumentation and, especially, industry regulations and intellectual property protection; and

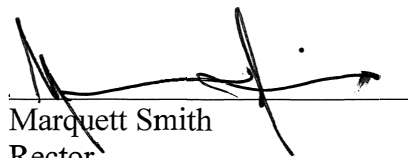
**WHEREAS**, the new degree program is projected to have a minimal effect on the budget;

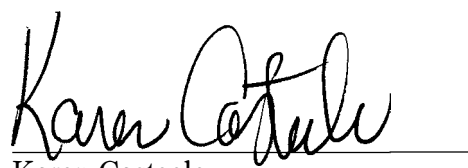
**NOW, THEREFORE, BE IT RESOLVED**, that the Academic Excellence and Student Success Committee recommends that the Board of Visitors approve the creation of the new Bachelor of Science in Applied Biotechnology degree;

**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).

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Approved: June 6, 2025

  
Marquett Smith  
Rector  
Radford University

  
Karen Castele  
Secretary to the Board of Visitors  
Radford University

Selected text from the SCHEV Proposal

### **Duplication**

There is currently only one degree program at the bachelor's level using the 26.1201 CIP code in Virginia Public Institutions, namely at James Madison University.

### **Relationship to and Effect on Existing Degree Programs**

Radford University offers an array of Bachelor of Sciences degrees in the physical and biological sciences. The closest degree program is the B.S. in Biology. The current Bachelor's degree in Biomedical Sciences is slated to be terminated, with a biomedical sciences concentration added to the biology degree. All of the physical and biological science degree programs offered at main campus of Radford University include a research component, whether as part of a class and/or directly supervised by a faculty mentor.

The proposed Applied Biotechnology degree will be offered as a two-year junior and senior program exclusively in Roanoke. It is designed for transfer students from a community college, particularly Virginia Western, or for students who begin at main campus. The curriculum includes some advanced biotechnology instrumentation and techniques with a strong focus on industry and government regulations, best practices, and intellectual property. A key component is the required internship, which can take advantage of the growing presence of biotechnology companies in the Roanoke and New River Valleys and research programs at Virginia Tech. This curriculum complements the programs at main campus, offering an alternative, more professional-oriented degree, that may prove enticing for health science students who find the more research-oriented degree programs to be less of interest.

### **Program Distinctions:**

- **Accreditation:**
  - None applicable
- **Certificates:**
  - There are a number of certificate opportunities that can be combined or incorporated into the program. We will explore those that best complement the program and offer significant value to our students. Examples include Institutional Review Board (IRB), Institutional Animal Care and Use Committee (IACUC), Good Clinical Practice (GCP), Good Laboratory Practice (GLP), Good Manufacturing Practice (GMP), and Biosecurity and Biosafety.

### **Employment Outcomes:**

- Graduates from the Applied Biotechnology program will be very well prepared for entry-level positions in a laboratory in the biotechnology, pharmaceutical, or chemical manufacturing industries. They will be trained in best practices, regulation, and intellectual property issues that are distinct from any other program in our region.

The institution has analyzed the effect of student enrollment and determined that the program will not negatively impact the resources available to other degree programs. Collaborative opportunities for students and faculty across programs may increase, particularly in interdisciplinary training settings, especially once the new facility in Roanoke is completed.

## ROI

SCHEV has a new requirement that degree program proposals use “return on investment” from the Foundation for Research on Equal Opportunity at <https://freeopp.org/roi-landing/>

As there are so few current programs of this nature in Virginia, there is no ROI data to report. These are the ROI data for public institutions in other states with Bachelor degree programs in Biotechnology:

State	Institution	Earnings 1 year after completion	Earnings 10 years after completion	Return on investment (assuming on-time graduation)	Return on investment (including risk of dropping out)
CA	California State Polytechnic University-Pomona	43,449	87,614	987,064	617,241
CA	California State University-Northridge	40,399	80,580	851,517	418,894
CA	California State University-San Marcos	43,449	72,226	616,977	266,873
CA	University of California-Davis	50,236	94,278	1,170,750	974,330
KY	University of Kentucky	27,351	48,151	52,368	-12,597
MA	Worcester State University	51,692	89,181	1,013,735	705,151
NE	University of Nebraska at Omaha	39,724	65,193	411,693	240,319
NJ	Rutgers University-New Brunswick	48,246	92,482	1,006,588	891,253
TX	University of Houston	36,481	77,233	727,668	429,005
UT	Utah Valley University	45,862	74,751	574,495	137,851



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

**JUNE 5, 2025**

**RESOLUTION TO HONOR THE NAMING OF THE  
COLLEGE OF BUSINESS AND ECONOMICS  
AS THE**

**SANDRA C. DAVIS AND WILLIAM C. DAVIS COLLEGE OF BUSINESS AND ECONOMICS**

**WHEREAS**, Sandra C. Davis and William C. “Jack” Davis have demonstrated exceptional leadership, philanthropy, and commitment to higher education and the advancement of Radford University; and

**WHEREAS**, Mrs. Davis, a successful entrepreneur and alumna of the University of Virginia’s School of Bank Management, co-founded BCR Property Management in 1981 and has made a lasting impact on the New River Valley community through her business, civic involvement, and service; and

**WHEREAS**, Mrs. Davis and her late husband, Patrick D. Cupp, were long-term and generous supporters of Radford University, whose contributions helped to establish the Patrick D. Cupp Stadium and resulted in the creation of scholarships at Radford University in his memory; and

**WHEREAS**, Mr. Davis is a distinguished historian and retired professor at Virginia Tech, where he directed the Virginia Center for Civil War Studies and was twice nominated for the Pulitzer Prize in History, and where he authored or edited more than 40 books and numerous screenplays; and

**WHEREAS**, the Davises are esteemed members of the philanthropic community, having served on numerous boards and steering committees, including Radford University’s TOGETHER Campaign Steering Committee, and are recognized members of the President’s Circle at Radford; and

**WHEREAS**, in 2018, Sandy and Jack Davis made a transformational commitment of \$8 million to Radford University in support of student scholarships in the College of Visual and Performing Arts and the College of Business and Economics, leading to the naming of the Sandra C. Davis and William C. Davis College of Business and Economics and the Sandra C. Davis and William C. Davis Performance Hall in the Covington Center; and

**WHEREAS**, the Davises’ gift is one of the most significant in Radford University’s history and exemplifies their belief in the power of education, the importance of student support, and their long-standing dedication to the University’s mission; and

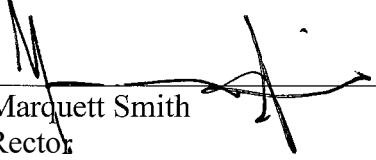
**WHEREAS**, Mrs. Davis has further demonstrated her commitment to Radford University through her service as a former member of the Board of Visitors and her ongoing involvement in university events, campaigns, and community initiatives, including her leadership in the New River Valley region, where she was recognized as Citizen of the Valley in 2024;

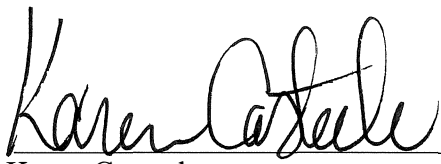
**WHEREAS**, Mr. Davis has further demonstrated his commitment to Radford University through his service as a current member of the Board of Visitors;

**NOW, THEREFORE, BE IT RESOLVED**, that the Radford University Board of Visitors formally recognizes and honors Sandra C. Davis and William C. Davis for their outstanding contributions to the University and the broader community; and

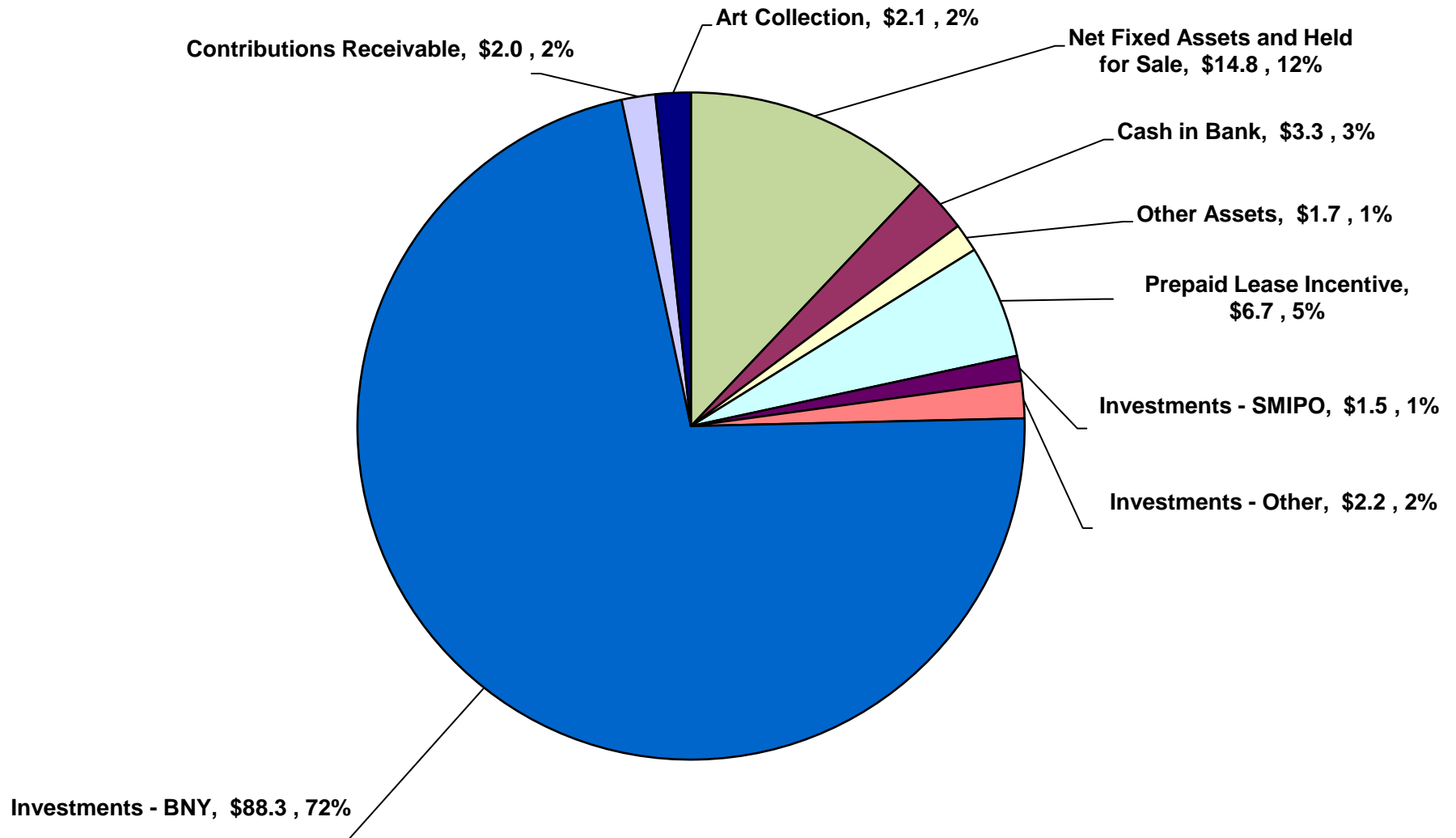
**BE IT FURTHER RESOLVED**, that the Board recognizes the official naming of the **Sandra C. Davis and William C. Davis College of Business and Economics** as a lasting tribute to their extraordinary generosity, leadership, and impact on generations of students to come.

Approved: June 6, 2025

  
Marquett Smith  
Rector  
Radford University

  
Karen Castele  
Secretary to the Board of Visitors  
Radford University

# Radford University Foundation Asset Composition as of 3/31/2025



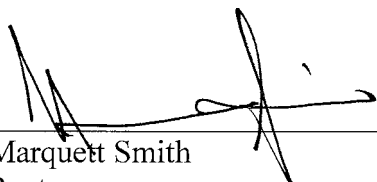
(in millions)  
**Total Assets: \$122.6M**

**Radford University Board of Visitors  
Resolution**

**Performance Plan for 2024-2025  
President Bret Danilowicz**

**Now Therefore Be It Resolved**, that the Board of Visitors hereby approves payment for the completion of President Bret Danilowicz's 2024-2025 Performance Plan, as discussed in closed session on June 6, 2025, and that said performance plan pursuant to Section E of the Employment Agreement with President Bret Danilowicz, dated December 7, 2021, is considered a personnel record.

Approved: June 6, 2025



Marquett Smith  
Rector  
Radford University



Karen Castele  
Secretary to the Board of Visitors  
Radford University

**Radford University Board of Visitors  
Resolution**

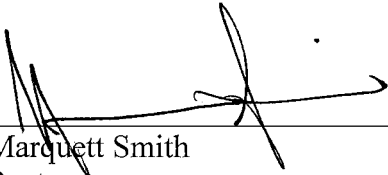
**Adopt Bylaws**

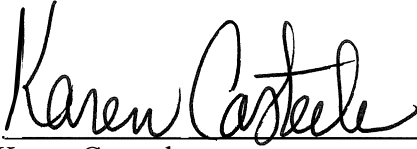
**June 6, 2025**

**WHEREAS**, Code of Virginia §2.2-3708.3(D), amended by the General Assembly in 2024, requires the Board of Visitors to adopt, at least once annually, the Bylaws or a policy that complies with the requirements within the Code section for members participating remotely or for all-virtual meetings;

**THEREFORE BE IT RESOLVED** that the Board of Visitors approves the current Bylaws, specifically Section 3 (E) Individual Member(s) Participation via Electronic Communications and Section 3 (F) All-Virtual Meetings as written and acknowledges they meet the stated requirements.

Approved: June 6, 2025

  
\_\_\_\_\_  
Marquett Smith  
Rector  
Radford University

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

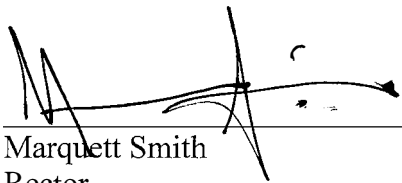
**Radford University Board of Visitors  
Resolution**

**June 6, 2025**

**Suspension of Bylaws – Officers**

**Now Therefore Be It Resolved**, the Board of Visitors hereby suspends Section 4(B) of its Bylaws as it relates to the timeline for nominations and elections of officers for 2025-2026. The approved suspension of this specific section will allow the nominations and elections process to take place at a later date than prescribed by the Board of Visitors Bylaws.

Approved: June 6, 2025

A handwritten signature in black ink, appearing to read 'Marquett Smith', written over a horizontal line.

Marquett Smith  
Rector  
Radford University

A handwritten signature in black ink, appearing to read 'Karen Castele', written over a horizontal line.

Karen Castele  
Secretary to the Board of Visitors  
Radford University

**Radford University Board of Visitors  
Resolution**

**June 6, 2025**

**Restructuring of Athletic Program**

**WHEREAS**, Radford University has a proud tradition of competing in collegiate athletics as a member of the Big South Conference; and

**WHEREAS**, Radford University Athletics Department is restructuring its athletics program with the intent to grow its NCAA Division I intercollegiate program by offering high-quality sports that appeal to a greater number of student-athletes; and

**WHEREAS**, the restructuring includes three steps: establishing distance-focused intercollegiate men's indoor and outdoor track and field programs for the 2025-26 academic year, creating women's flag football as a club sport in fall 2025, and discontinuing the intercollegiate men's and women's tennis programs; and

**WHEREAS**, the decision to discontinue tennis at Radford University was a difficult decision as the tennis student-athletes have admirably represented Radford University since 1974;

**NOW THEREFORE BE IT RESOLVED**, the Radford University Board of Visitors approves the restructuring of the athletics program as outlined above.

Approved: June 6, 2025



Marquett Smith  
Rector  
Radford University



Karen Castele  
Secretary to the Board of Visitors  
Radford University



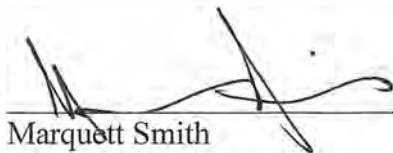
## Radford University Board of Visitors

### Procedures for 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 of undergraduate tuition or mandatory fees. The public notice will also identify a date, time and location for a Budget Presentation to be followed by a time period for public comment. The notice will also include guidelines for providing public comment.

- The Budget Presentation and Public Comment Session will be scheduled to allow for sufficient time for both the presentation and public comment. The timeframe may vary depending on the amount of information to be presented and anticipated number of speakers.
- The public can sign up to speak at the Public Comment Session by emailing [bov@radford.edu](mailto:bov@radford.edu). This is available from the time of public notice until noon the day prior to the Public Comment Session.
- Written comments may be sent to [tuition@radford.edu](mailto:tuition@radford.edu). This is available from the time of public notice until three days prior to vote to allow time for compiling information and making copies to be available to the Board members.
- A written copy of the comments is requested, but not required.
- Anyone who has not signed up to speak by the deadline may sign-in at the Public Comment Session. If time permits, they will be given an opportunity to speak.
- At least three Board of Visitors members will be in attendance, either virtually or in person.

Approved: June 6, 2025



Marquett Smith  
Rector  
Radford University



Karen Casteele  
Secretary to the Board of Visitors  
Radford University

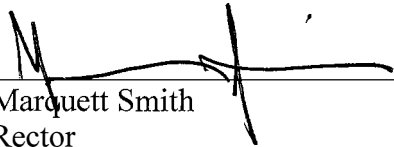
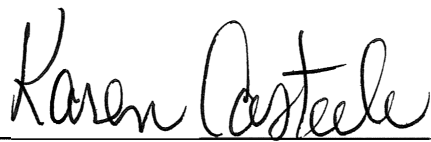
**Radford University Board of Visitors**

**Resolution  
June 6, 2025**

**Employment Agreement  
President Bret Danilowicz**

**Now Therefore Be It Resolved**, pursuant to the discussion in closed session, the Board of Visitors hereby approves an early extension to President Bret Danilowicz's employment agreement and authorizes the Rector to execute the agreement.

Approved: June 6, 2025

  
\_\_\_\_\_  
Marquett Smith  
Rector  
Radford University  
\_\_\_\_\_  
Karen Castele  
Secretary to the Board of Visitors  
Radford University



## Resolution Recognizing Marquett Smith

**WHEREAS**, Mr. Marquett Smith is a loyal and dedicated alumnus of Radford University, a member of the class of 1985, having earned a Bachelor of Science in Marketing; and

**WHEREAS**, Mr. Smith had a distinguished and fulfilling career with Verizon Wireless, where he served as Area Vice President of Customer Experience, Region President and Vice President of Enterprise Services and at one time was responsible for leading a team of over 4,800 customer service professionals and operational responsibility for a \$2.8 billion revenue stream; and

**WHEREAS**, Mr. Smith's legacy at Radford University will be felt in multiple ways, including the Marquett '85 and Rhonda Smith Scholarship and Book Fund and the Cassidy Achievement Resources and Equality Fund (C.A.R.E.) in honor of their daughter Cassidy Smith, Class of 2019. The C.A.R.E. fund is an endowment created to assist students in immediate personal need; and

**WHEREAS**, Mr. Smith was recognized for his continued alumni engagement in 2019 with the Outstanding Alumni Service Award for his exceptional contributions to furthering the mission of the university; and

**WHEREAS**, Mr. Marquett Smith served the Commonwealth of Virginia with distinction as a member of the Radford University Board of Visitors from July 2021 to June 2025; and

**WHEREAS**, Mr. Smith served one term as Rector from 2024 to 2025, Vice Rector from 2023 to 2024, Chair of the Business Affairs and Audit Committee from 2022 to 2023 and as a member of the Executive Committee from 2022 to 2025; and

**WHEREAS**, whether as a student, alumnus or Board member, Mr. Smith will always be known as one of Radford's greatest cheerleaders. Mr. Smith's thoughtful leadership as a Davis College Advisory Board member, Radford University Foundation Board member or a Board of Visitors member has brought positive momentum in the years ahead for our students, faculty and staff;

**NOW, THEREFORE BE IT RESOLVED**, that on this sixth day of the month of June in the year two thousand twenty-five, the Radford University Board of Visitors does hereby consider and pass this resolution of commendation and appreciation for service and contribution to the Radford University Board of Visitors, the Radford University students, faculty and staff and the many contributions to national and regional communities, and furthermore that this resolution be preserved in perpetuity in permanent business records of the Radford University Board of Visitors and a copy be presented to Marquett Smith.



## Resolution Recognizing Tyler W. Lester

**WHEREAS**, Mr. Tyler W. Lester is a loyal and dedicated alumnus of Radford University, a member of the class of 2015, having earned a Bachelor of Science in Political Science; and

**WHEREAS**, Mr. Lester has been an engaged alumnus and shared his enthusiasm for Radford University in Southwest Virginia and across the state having been an Alumni Admissions Ambassador and involved in the Virginia Highlands Radford Alumni Chapter; and

**WHEREAS**, Mr. Lester, while being a budding meteorologist at an early age, also became interested in politics while a student; and

**WHEREAS**, Mr. Lester began his political career as a Field Representative to U.S. Rep. Morgan Griffith, later as Legislative Aide to then-Delegate Todd Pillion and currently serves as Legislative Director to Virginia Senator Todd Pillion who represents District 6 in Southwest Virginia; and

**WHEREAS**, as a Radford University student, Mr. Lester participated in Advocacy Day and then less than 10 years later, was sharing his experiences with students on what to expect at the General Assembly Building during trainings and hosting students with Senator Pillion on their visits to Richmond; and

**WHEREAS**, Mr. Lester served the Commonwealth of Virginia with distinction as a member of the Radford University Board of Visitors from 2022 to 2025 when appointed to fill an unexpired term; and

**WHEREAS**, Mr. Lester served as Vice Rector in 2024-25, Chair of the Business Affairs and Audit Committee in 2023-24 and the Executive Committee in 2023-25. Mr. Lester also served as the Vice Chair of the External Engagement Committee in 2022-23; and

**WHEREAS**, while thought of as mature beyond his years, Mr. Lester is also known as setting the fashion statement for Board members with all things tartan;

**NOW, THEREFORE BE IT RESOLVED**, that on this sixth day of the month of June in the year two thousand twenty-five, the Radford University Board of Visitors does hereby consider and pass this resolution of commendation and appreciation for service and contribution to the Radford University Board of Visitors, the Radford University students, faculty and staff and the many contributions to national and regional communities, and furthermore that this resolution be preserved in perpetuity in permanent business records of the Radford University Board of Visitors and a copy be presented to Tyler W. Lester



## Resolution Recognizing Lisa W. Pompa

**WHEREAS**, Ms. Lisa W. Pompa is a loyal and dedicated alumna of Radford University, a member of the class of 1986, having earned a Bachelor of Science in Biology; and

**WHEREAS**, Ms. Pompa, with nearly four decades of extensive experience in pharmaceutical and commercial biotech industries, is Senior Director at US Gene Therapy Treatment Center - Ocular with Spark Therapeutics, a leader in gene therapy for rare genetic illness; and

**WHEREAS**, Ms. Pompa has demonstrated her support for her alma mater through active participation and engagement - as a member of the Radford University Alumni Association Board from 2017 to 2022, an Alumni Admissions Ambassador, an active member with the Tidewater Alumni Chapter and as a sponsor for the Radford Tidewater Chapter Golf Tournament; and

**WHEREAS**, Ms. Pompa shares her passion for Radford University with family members- husband Russell from the Class of 1984, daughter Danielle from the Class of 2018 and her son-in-law Zach also from the Class of 2018; and

**WHEREAS**, the Pompas established an endowed scholarship, the *Pompa 757 Excellence Scholarship*, which supports high-achieving students from the Tidewater area and have supported a variety of initiatives within academic programs, student affairs, athletics and several other scholarships, including the Alumni Association Board of Directors Endowed Scholarship; and

**WHEREAS**, Ms. Pompa has served the Commonwealth of Virginia with distinction as a member of the Radford University Board of Visitors from July 2021 to June 2025, serving in leadership roles as chair of the External Engagement Committee and member of the Executive Committee for two years and vice chair of the Academic Excellence and Student Success Committee for one year; and

**WHEREAS**, while we thank Ms. Pompa for her service on the Board of Visitors, we are forever thankful for her commitment to Radford University and desire to make the Radford experience meaningful for every student;

**NOW, THEREFORE BE IT RESOLVED**, that on this sixth day of the month of June in the year two thousand twenty-five, the Radford University Board of Visitors does hereby consider and pass this resolution of commendation and appreciation for service and contribution to the Radford University Board of Visitors, the Radford University students, faculty and staff and the many contributions to national and regional communities, and furthermore that this resolution be preserved in perpetuity in permanent business records of the Radford University Board of Visitors and a copy be presented to Lisa W. Pompa.

## End of Board of Visitors Materials





Board of Visitors

Board of Visitors Retreat  
July 21-22, 2025  
Berry Hill Resort & Conference Center  
3105 River Road, South Boston, VA 24592

**DRAFT**  
**MINUTES**

**JULY 21, 2025**

**Board Members Present**

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

**Board Members Absent**

Ms. Joann S. Craig  
Mr. Anthony Moore

**Others Present**

Dr. Bret Danilowicz, President  
Dr. Bethany Usher, Provost and Senior Vice President for Academic Affairs  
Dr. Danette Gomez Beane, Vice President for Enrollment Management and Strategic Communication  
Dr. Rob Hoover, Vice President for Finance and Administration  
Dr. Angela Joyner, Vice President for Economic Development and Corporate Education  
Dr. Susan Trageser, Vice President for Student Affairs  
Ms. Penny Helms White, Vice President for Advancement and Alumni Relations



Ms. Karen Castele, Secretary to the Board of Visitors and Special Assistant to the President  
Ms. Susan Q. Richardson, University Counsel and Senior Assistant Attorney General

### **Welcome**

Rector Tyler Lester called the Retreat to order at 8:00 a.m. at the Berry Hill Resort & Conference Center in South Boston, Virginia. Rector Lester welcomed members to the Retreat with a special introduction of new member, Mary Anne Holbrook. Rector Lester provided an overview of the 2024-25 successes and reviewed the role of Board of Visitors members.

### **Action Item**

President Danilowicz provided an explanation of the proposed policy, including the background, requirements and mechanisms in place. Following discussion, Rector Lester asked for a motion to approve the resolution. Dr. Betty Jo Foster so moved, Mr. Dale Ardizzone seconded, and the motion carried unanimously. A copy of the resolution is attached hereto as ***Attachment A*** and is made a part hereof.

### **Overview of Retreat**

President Danilowicz discussed the upcoming priorities for the Retreat including the on-going process for the next six-year strategic plan and an in-depth discussion the influence each division, and Board of Visitors committees, has in enrollment management.

### **Enrollment Management**

Vice President for Enrollment Management and Strategic Communications Dannette Gomez Beane introduced the Enrollment Management presentations followed by each vice president and enrollment management staff explaining details of their areas impact and role affecting the process of enrollment management. This included Revenue Considerations from Vice President for Finance and Administration Rob Hoover; Academic Portfolio from Provost and Senior Vice President for Academic Affairs Bethany Usher; Student Services from Vice President for Student Affairs Susan Trageser; Community and Workforce Development Needs from Vice President for Economic Development and Corporate Education Angela Joyner; Current and Projected Enrollment from Vice President for Enrollment Management and Strategic Communications Dannette Gomez Beane; Financial Aid Modeling from Associate Vice President for Enrollment Management and Director of Financial Aid Travis Richard and Director of Enrollment Management Data Analytics Anthony Graham; and Donor Supported Aid from Vice President for Advancement and Alumni Relations Penny White. The presentation is included as ***Attachment B***.

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

Senior Vice President Scott Nostaja and Vice President Christopher Nickson, with The Segal Group, provided an update to the Board of Visitors on the process that began at the 2024 Board Retreat. The update included the methodology; assumptions; mission, vision and core values; strategic plan pillars; and the implementation planning process and methodology. The presentation is included as ***Attachment C***.

### **Closed Session**

Rector Lester requested a motion to move into closed session. Mrs. Jennifer Wishon Gilbert made the motion that the Radford University Board of Visitors convene a closed session pursuant to **Section 2.2-3711 (A) Items 1 and 8** under the Virginia Freedom of Information Act for the discussion of personnel matters related to the president's performance plan, and consultation with

legal counsel related to these matters. Mr. Jonathan Sweet seconded the motion. The Board of Visitors went into closed session at 2:30 p.m.

### **Reconvened Session**

Rector Lester called the meeting to order at 4:42 p.m. On the motion made by Mrs. Jennifer Wishon Gilbert and seconded by Mr. George Mendiola, the following resolution of certification was presented.

### **Resolution of Certification**

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

Roll Call	Vote
Mrs. Jennifer Wishon Gilbert	Yes
Mr. Dale S. Ardizzzone	Yes
Ms. Jeanne S. Armentrout	Yes
Ms. Betsy D. Beamer	Yes
Ms. Callie Dalton	Yes
Mr. William C. Davis	Yes
Dr. Betty Jo Foster	Yes
Ms. Mary Anne Holbrook	Yes
Mr. George Mendiola	Yes
Mr. David A Smith	Yes
Mr. Jonathan Sweet	Yes
Mr. Jimmy Turk	Yes
Mr. Tyler Lester	Yes

The Retreat recessed at 4:45 p.m.

### **Tuesday, July 22, 2025**

#### **Planning for Success 2025-26**

Rector Tyler Lester reconvened the Retreat at 8:00 a.m. at the Berry Hill Resort & Conference Center in South Boston, Virginia and began the conversation by reflecting on the first day of the Retreat. He continued the conversation by asking Board members to reflect on the past year's committee and Board experiences and provide suggestions for the upcoming year.

### **Closed Session**

Rector Lester requested a motion to move into closed session. Mrs. Jennifer Wishon Gilbert made the motion that the Radford University Board of Visitors convene a closed session pursuant to **Section 2.2-3711 (A) Items 1 and 8** under the Virginia Freedom of Information Act for the discussion of personnel matters related to the president's performance plan, and consultation with legal counsel related to these matters. Ms. Jeanne Armentrout seconded the motion. The Board of Visitors went into closed session at 9:03 a.m.

### **Reconvened Session**

Rector Lester called the meeting to order at 11:51 a.m. On the motion made by Mrs. Jennifer Wishon Gilbert and seconded by Mr. Jonathan Sweet, the following resolution of certification was presented.

### **Resolution of Certification**

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

Roll Call	Vote
Mrs. Jennifer Wishon Gilbert	Yes
Mr. Dale S. Ardizzone	Yes
Ms. Jeanne S. Armentrout	Yes
Ms. Betsy D. Beamer	Yes
Ms. Callie Dalton	Yes
Mr. William C. Davis	Yes
Dr. Betty Jo Foster	Yes
Ms. Mary Anne Holbrook	Yes
Mr. George Mendiola	Yes
Mr. David A Smith	Yes
Mr. Jonathan Sweet	Yes
Mr. Jimmy Turk	Yes
Mr. Tyler Lester	Yes

### **Action Items**

#### **Approval of Performance Plan for 2025-2025**

Rector Lester asked for a motion to approve the resolution for President Bret Danilowicz's Performance Plan for 2025-2026. Mrs. Jennifer Wishon Gilbert so moved, Ms. Betsy Beamer seconded, and the motion carried unanimously. A copy of the resolution is attached hereto as ***Attachment D*** and is made a part hereof.

#### **Approval of Personnel Action**

Rector Lester asked for a motion to approve and ratify the selection by President Bret Danilowicz of these direct reports to the President: Julia S. (Susie) Kuliasha, Senior Executive Assistant, who began June 10, 2025; and Ryan Bowyer, Chief of Staff, begins August 10, 2025. Mrs. Jennifer Wishon Gilbert so moved, Mr. Jimm Turk seconded, and the motion carried unanimously. A copy of the resolution is attached hereto as ***Attachment E*** and is made a part hereof.

### **SACSCOC ANNUAL SELF-EVALUATION**

Rector Tyler Lester discussed the annual self-evaluation and asked Board members to complete the questionnaire.

**ADJOURNMENT**

Following a discussion of the Retreat, Rector Lester adjourned the Retreat at 12:06 p.m.

Respectfully submitted,

Karen Castele

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

# **RADFORD UNIVERSITY BOARD OF VISITORS**

**July 21, 2025**

## **Action Item**

### **Compensating Student-Athletes for their Name, Image, or Likeness**

WHEREAS, the NCAA and Power 5 conferences have agreed to settle three antitrust class action lawsuits: House v. NCAA, Hubbard v. NCAA, and Carter v. NCAA, collectively known as the “House settlement.” The House settlement states that NCAA institutions can make direct payments to student-athletes above and beyond scholarships and other education related benefits – primarily for the use or right to use a student-athlete’s name, image or likeness. The House settlement ensures that NCAA rules are consistent with Code of Virginia §23.1-408.1; and

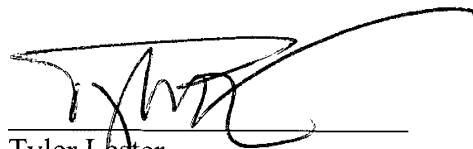
WHEREAS, Va. Code §23.1-408.1 requires each institution of higher education to develop and submit to its governing board for approval institutional policies or procedures that govern the compensation of a student-athlete for the use of his name, image, or likeness; and

WHEREAS, the policies shall not inhibit a student-athlete from participating in activities that are not related to intercollegiate athletics, as long as participation in such activities has no impact on the student-athlete's eligibility for intercollegiate athletics; and

WHEREAS, no student fees may be used to compensate student-athletes for the use of their name, image, or likeness;

**NOW, THEREFORE, BE IT RESOLVED** that the Radford University Board of Visitors approves the Compensating Student-Athletes for their Name, Image, or Likeness policy dated July 21, 2025.

Adopted: July 21, 2025



Tyler Lester  
Rector  
Board of Visitors



Karen Castele  
Secretary to the Board of Visitors  
Radford University

# Enrollment Management 101



Board of Visitors Retreat

July 21, 2025

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# Agenda

9:15 a.m. **Introduction** - Dr. Dannette Gomez Beane, *Vice President for Enrollment Management and Strategic Communications*

9:45 a.m. **Revenue Considerations** - Dr. Rob Hoover, *Vice President for Finance and Administration*

10 a.m. **Academic Portfolio** - Dr. Bethany Usher, *Provost and Senior Vice President for Academic Affairs*

10:30 a.m. **Break**

10:45 a.m. **Student Services** - Dr. Susan Trageser, *Vice President for Student Affairs*

11:15 a.m. **Community and Workforce Development Needs** - Dr. Angela Joyner, *Vice President for Economic Development and Corporate Education*

11:30 a.m. **Current and Projected Enrollment** - Mr. Anthony Graham, *Director of Enrollment Management Data Analytics*

Noon **Lunch**

12:30 p.m. **Financial Aid Modeling** - Mr. Travis Richard, *Associate Vice President for Enrollment Management and Director of Financial Aid*

1 p.m. **Donor Supported Aid** - Ms. Penny Helms White, *Vice President for Advancement and Alumni Relations*



# Introduction

# Enrollment Management

## Enrollment Management Definition

In Ruffalo Noel Levitz (RNL) terminology, enrollment management is a **data-driven, institution-wide** process that aims to **align** an institution's **resources** with its environment to achieve **long-term** enrollment success and fiscal health. It focuses on student recruitment, retention, and overall student success, ensuring the **institution meets its mission** while **adapting to market changes.**

# Drivers and Variables of Enrollment: External

## Entitlements



- ☐ Federal Loans
- ☐ Federal Grants
- ☐ State Aid
- ☐ Veteran/Active Duty
- ☐ Foster Children
- ☐ Disability
- ☐ Promise Programs
- ☐ Direct Admission

## Foreign Policy



- ☐ Visa Issuance
- ☐ Bans
- ☐ Safety/conflict

## Rankings



- ☐ Admissions Selectivity
- ☐ Faculty to Student ratio
- ☐ Graduation rates
- ☐ Rigor
- ☐ Research generation
- ☐ Peer influence
- ☐ Reputation

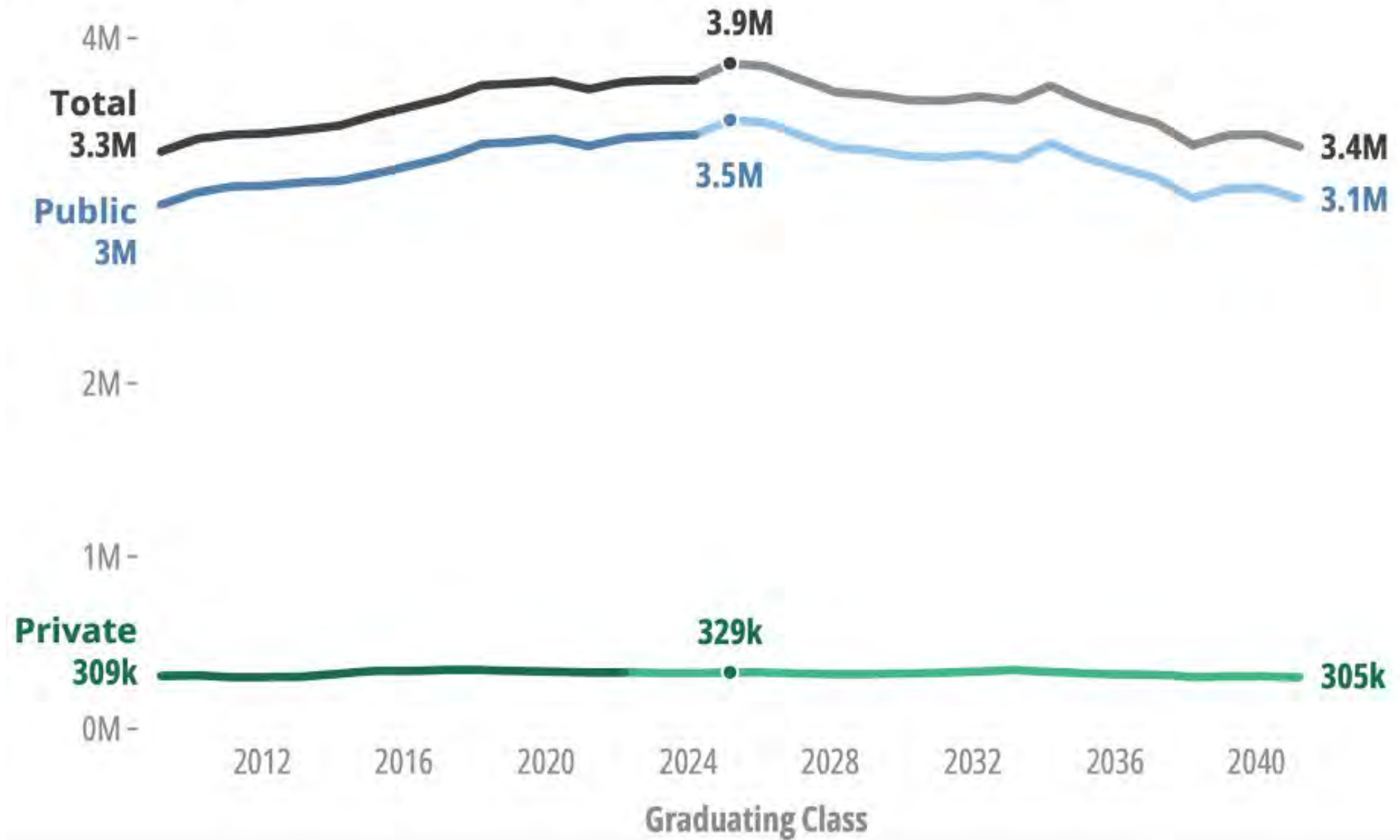
## State Changes



- ☐ Residency ratio
- ☐ State Oversight
- ☐ State Government
- ☐ State funding
- ☐ State demographics
- ☐ Aging population
- ☐ Higher Ed Consumption

According to projections by the Western Interstate Commission for Higher Education (WICHE), the total number of high school graduates in the U.S. is expected to peak around 3.8 million in 2025. After this peak, a steady decline is anticipated, with the number of high school graduates projected to decrease by approximately 10.5% by 2041.

Figure 1. High school graduates, reported (2009 to 2023) and projected (2024 to 2041)



## Enrollment Cliff

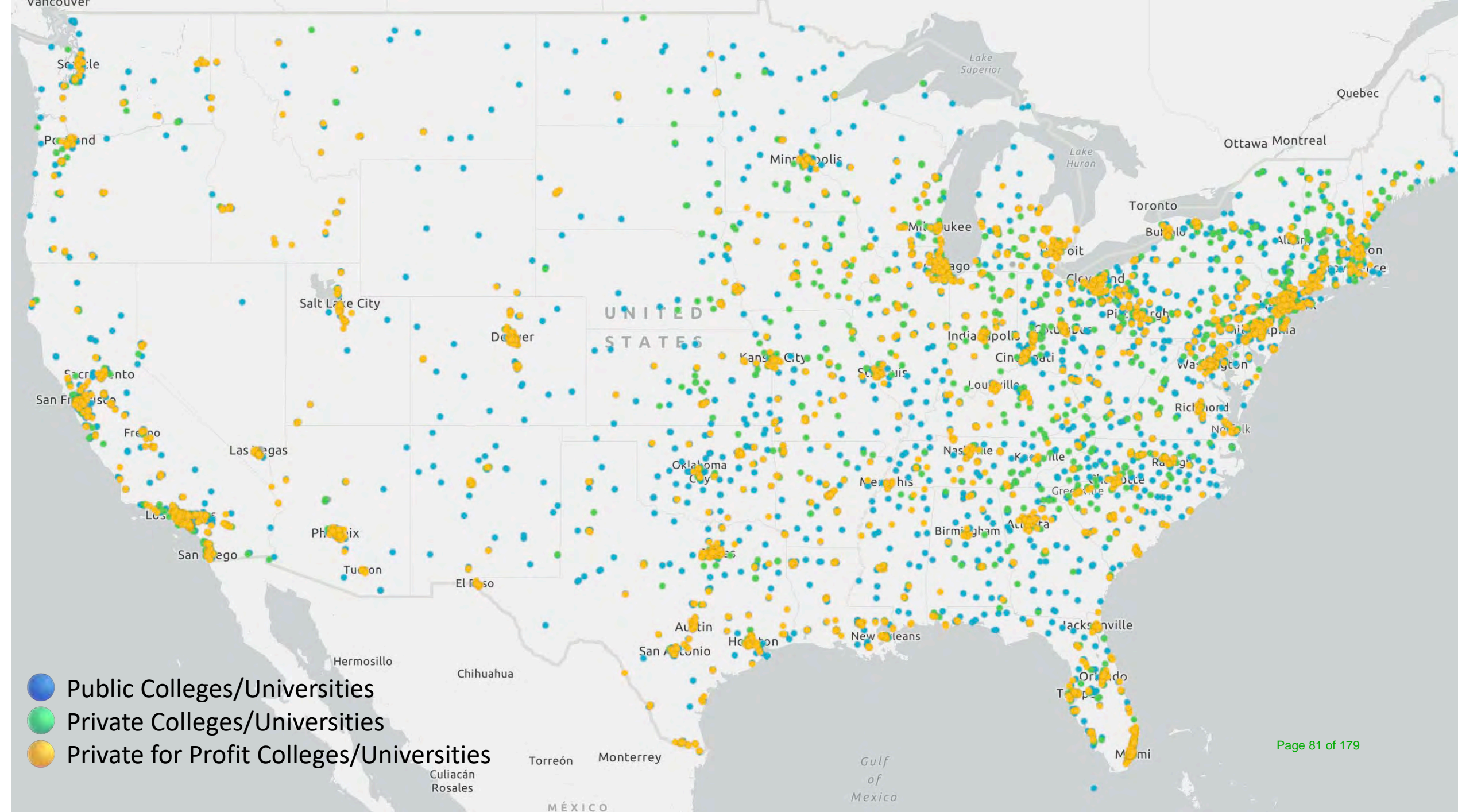
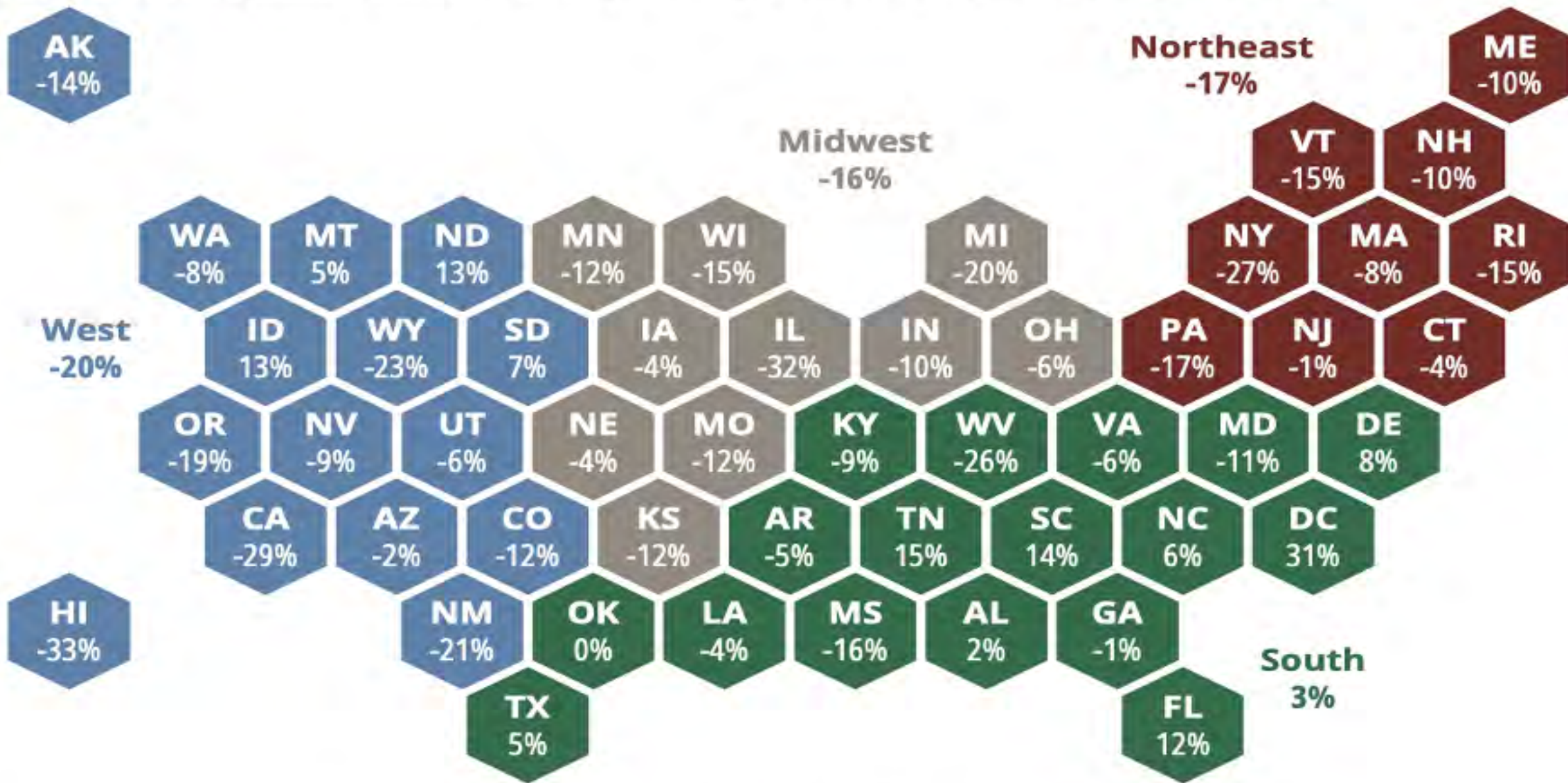




Figure 17. Projected percent change in high school graduates, 2023 to 2041



Notes: Total high school graduates include public and private schools. In these projections, the U.S. includes the 50 states and the District of Columbia. Future work will explore projected trends for the U.S. Territories and Freely Associated States.

# Contraction of Higher Education

- The **Pennsylvania State University's** regional campuses cut 10% of their staff to cope with a 20% enrollment drop—even though enrollment at its main campus is growing.
- **West Virginia University**, where enrollment has stagnated over the last five years, eliminated 28 programs and 147 faculty positions.
- Enrollment has dropped by 16% over the last 10 years at the **University of Wisconsin-Milwaukee**, which is shutting down its College of General Studies and laying off 32 tenured faculty. Zalaznick, M., October, 2024

A **gradual national enrollment decline** is projected an average of **20–22 college or university closures per year** over the next decade.



# Radford Positioning – Enrollment Projections

## SCHEV 2B Enrollment Projections (April 15, 2025)

Year	New Freshmen			New Transfer			Continuing			Total Undergraduate			Total Graduate			Grand Total
	In	Out	Total	In	Out	Total	In	Out	Total	In	Out	Total	In	Out	Total	
2023-24	974	129	1,103	524	53	577	3,693	331	4,024	5,191	513	5,704	1,504	323	1,827	7,531
2024-25	1,312	93	1,405	682	70	752	3,659	345	4,004	5,653	508	6,161	1,365	286	1,651	7,812
2025-26	1,300	115	1,415	520	60	580	3,890	305	4,195	5,710	480	6,190	1,390	280	1,670	7,860
2026-27	1,300	115	1,415	520	60	580	3,930	295	4,225	5,750	470	6,220	1,390	280	1,670	7,890
2027-28	1,300	115	1,415	520	60	580	3,990	295	4,285	5,810	470	6,280	1,390	280	1,670	7,950
2028-29	1,300	115	1,415	520	60	580	4,030	305	4,335	5,850	480	6,330	1,390	280	1,670	8,000
2029-30	1,300	115	1,415	520	60	580	4,050	305	4,355	5,870	480	6,350	1,390	280	1,670	8,020

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Note: Stabilization is growth

# Future areas of enrollment growth in Higher Ed

## 1. Community colleges & vocational/trade programs

- Public two-year and vocational-focused colleges grew enrollment by **5.4%** (+288,000 students) in Spring 2025

## 3. STEM & emerging tech disciplines

- Regions in China are boosting seats in **AI, biomedicine, integrated circuits, and engineering**—and U.S. institutions are similarly investing in **quantum information science & engineering (QISE)**

## 5. Graduate education

- Graduate enrollment also rebounded: **+1.5%** in Spring 2025 vs. Spring 2024, and **+3%** growth year-over-year in 2024 [nscresearchcenter.org](https://nscresearchcenter.org)

## 2. Health professions & business

- Over half of undergrad enrollment gains in Spring 2025 were in **business** and **health professions** majors. [forbes.com](https://forbes.com)

## 4. Psychology & computer science

- Bachelor's enrollment rose by **4.8%** in **psychology** and **3%** in **computer science**, making them among the fastest-growing majors. [research.com](https://research.com)

## 6. Regional & demographic trends

- Southern U.S.** saw the highest regional growth in Spring 2025 (+4%), while the West (+2.8%), Midwest (+2.6%), and Northeast (+2.0%) also gained. [highereddive.com](https://highereddive.com)
- The largest demographic increases were among **Black** (+10.3%) and **multiracial** (+8.5%) undergraduate students

# Revenue Considerations

# Enrollment Management

# Drivers and Variables of Enrollment: Revenue and Affordability

## Revenue generation



☐ More is more

☐ Price per student per major

☐ Fee structure

☐ Tuition rates/Instate vs OOS

☐ Stability model

## Institutional Aid



☐ Financial Aid model

☐ Discount Rate

☐ Talent Scholarships

☐ Honors programs

## Grants



☐ Grant driven enrollment

☐ Co-curricular grants

☐ Partnerships/Executive program

☐

## Private Scholarships



☐ Donor driven enrollment

☐ Industry driven enrollment

☐ Recruitment vs Retention

☐ Discipline specific

☐ DEI adjustments

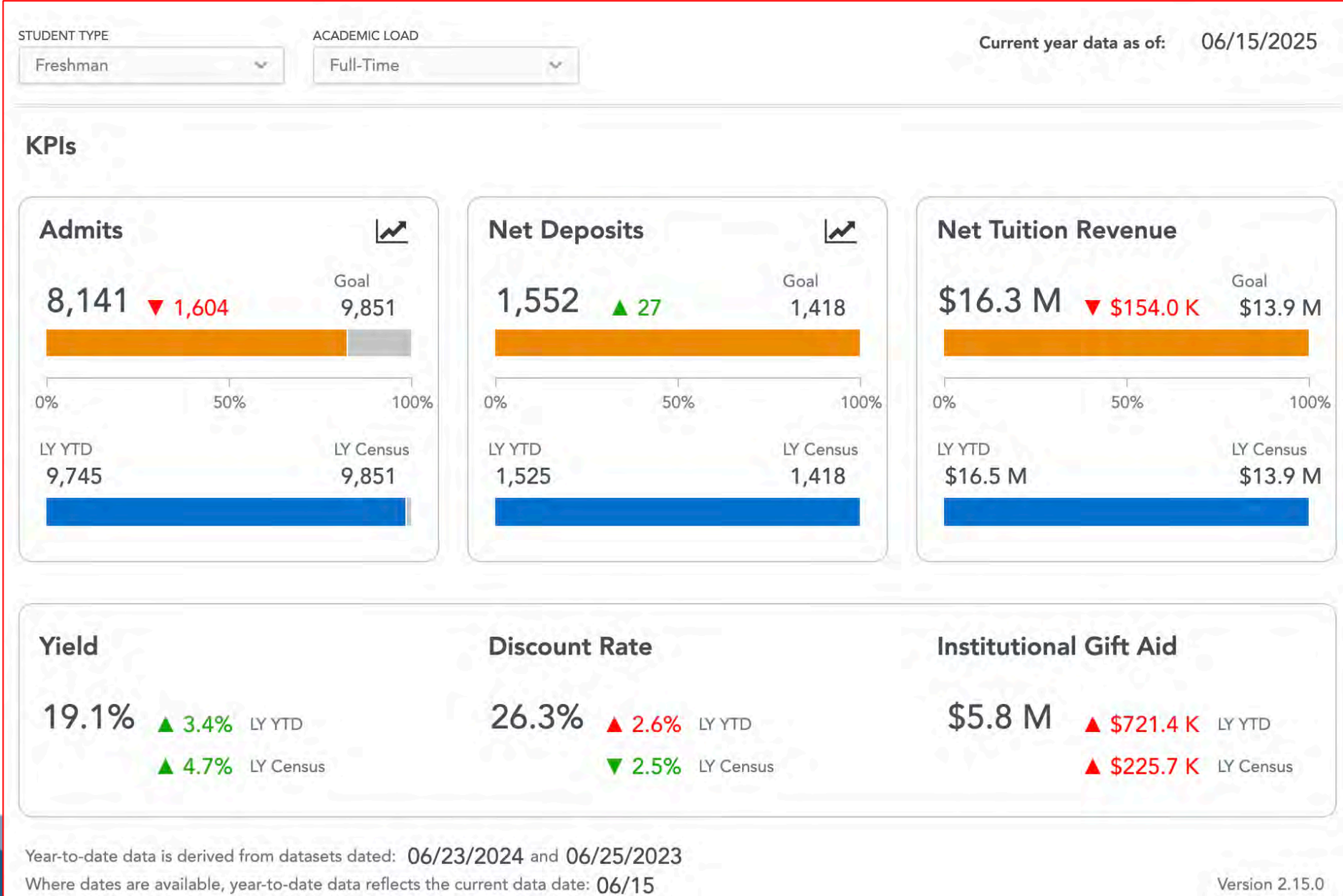
☐ Unable to award

Discount Rate = (Total Institutional Grant Aid / Gross Tuition and Fee Revenue) × 100

Example

Discount Rate = (\$40M / \$100M) × 100 = 40%

# Revenue Generation – New Freshmen



KPIs

Admits

8,141

▼ 1,604

Goal 9,851

0%50%100%

LY YTD 9,745

LY Census 9,851

Net Deposits

1,552

▲ 27

Goal 1,418

0%50%100%

LY YTD 1,525

LY Census 1,418

Net Tuition Revenue

\$16.3 M

▼ \$154.0 K

Goal \$13.9 M

0%50%100%

LY YTD \$16.5 M

LY Census \$13.9 M

Yield

19.1%

▲ 3.4%

LY YTD

▲ 4.7%

LY Census

Discount Rate

26.3%

▲ 2.6%

LY YTD

▼ 2.5%

LY Census

Institutional Gift Aid

\$5.8 M

▲ \$721.4 K

LY YTD

▲ \$225.7 K

LY Census

Year-to-date data is derived from datasets dated: 06/23/2024 and 06/25/2023

Where dates are available, year-to-date data reflects the current data date: 06/15

Version 2.15.0

# Net Tuition Revenue and Discount Rate– New Freshmen

STUDENT TYPE

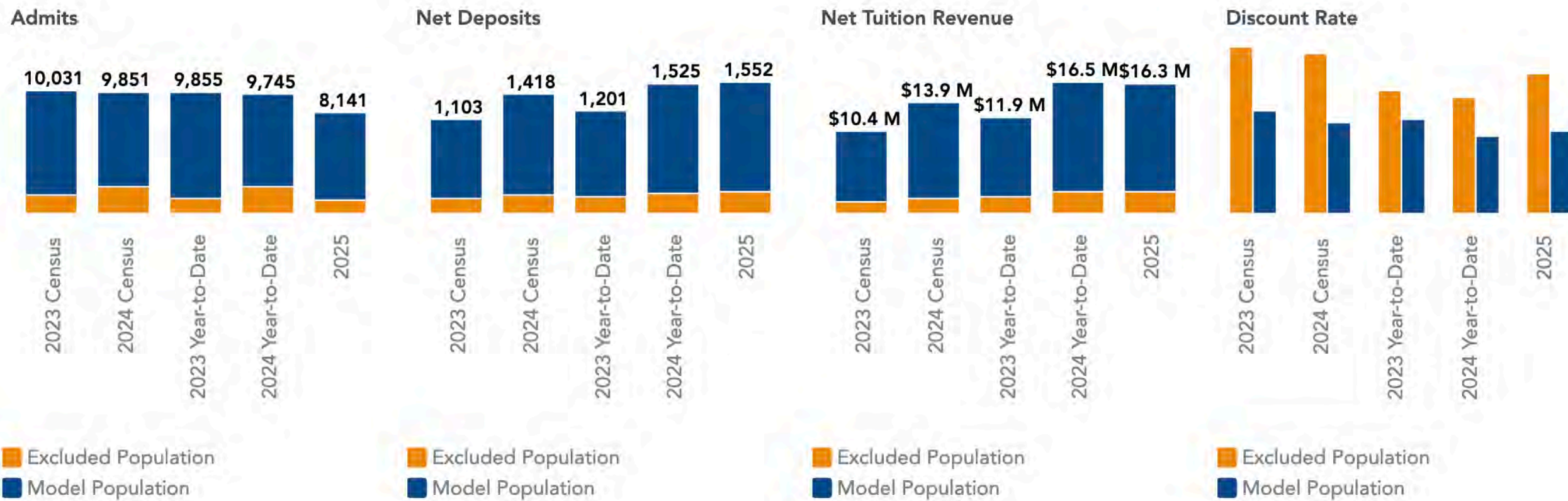
Freshman

ACADEMIC LOAD

Full-Time

Current year data as of: 06/15/2025

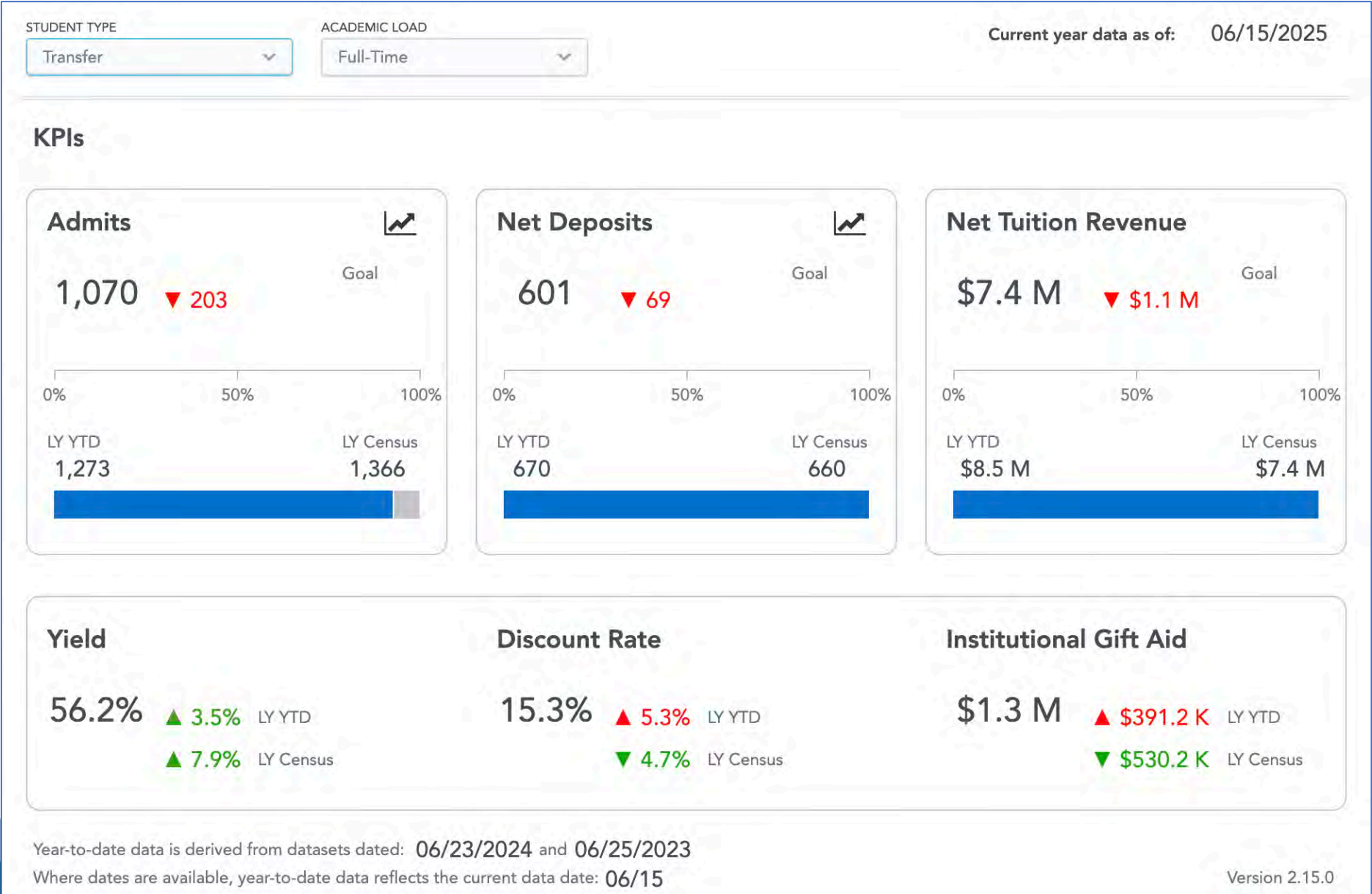
## Census and Year-to-Date Model and Excluded Group Comparisons



Excluded populations: Athletes, International Students, Independents



# Revenue Generation – New Transfer



KPIs

Admits

1,070

▼ 203

Goal

0%50%100%

LY YTD1,273

LY Census1,366

Net Deposits

601

▼ 69

Goal

0%50%100%

LY YTD670

LY Census660

Net Tuition Revenue

\$7.4 M

▼ \$1.1 M

Goal

0%50%100%

LY YTD\$8.5 M

LY Census\$7.4 M

Yield

56.2%

▲ 3.5%

LY YTD

▲ 7.9%

LY Census

Discount Rate

15.3%

▲ 5.3%

LY YTD

▼ 4.7%

LY Census

Institutional Gift Aid

\$1.3 M

▲ \$391.2 K

LY YTD

▼ \$530.2 K

LY Census

Year-to-date data is derived from datasets dated: 06/23/2024 and 06/25/2023

Where dates are available, year-to-date data reflects the current data date: 06/15

Version 2.15.0



# Net Tuition Revenue and Discount Rate– New Transfer

STUDENT TYPE

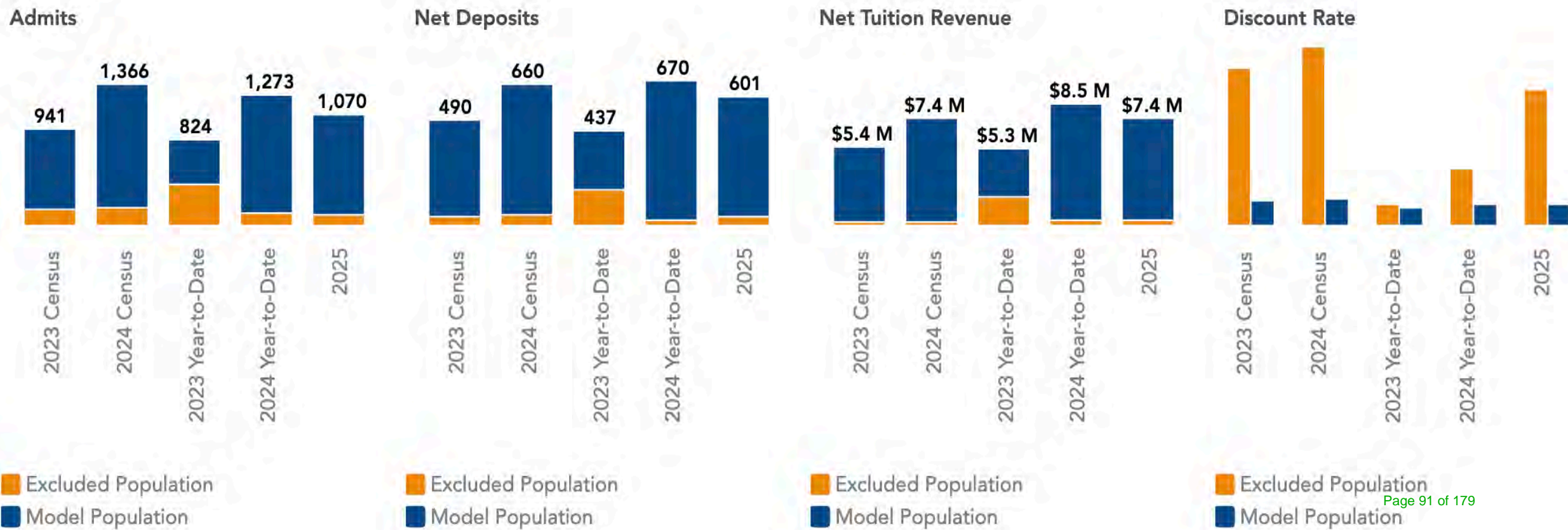
Transfer

ACADEMIC LOAD

Full-Time

Current year data as of: 06/15/2025

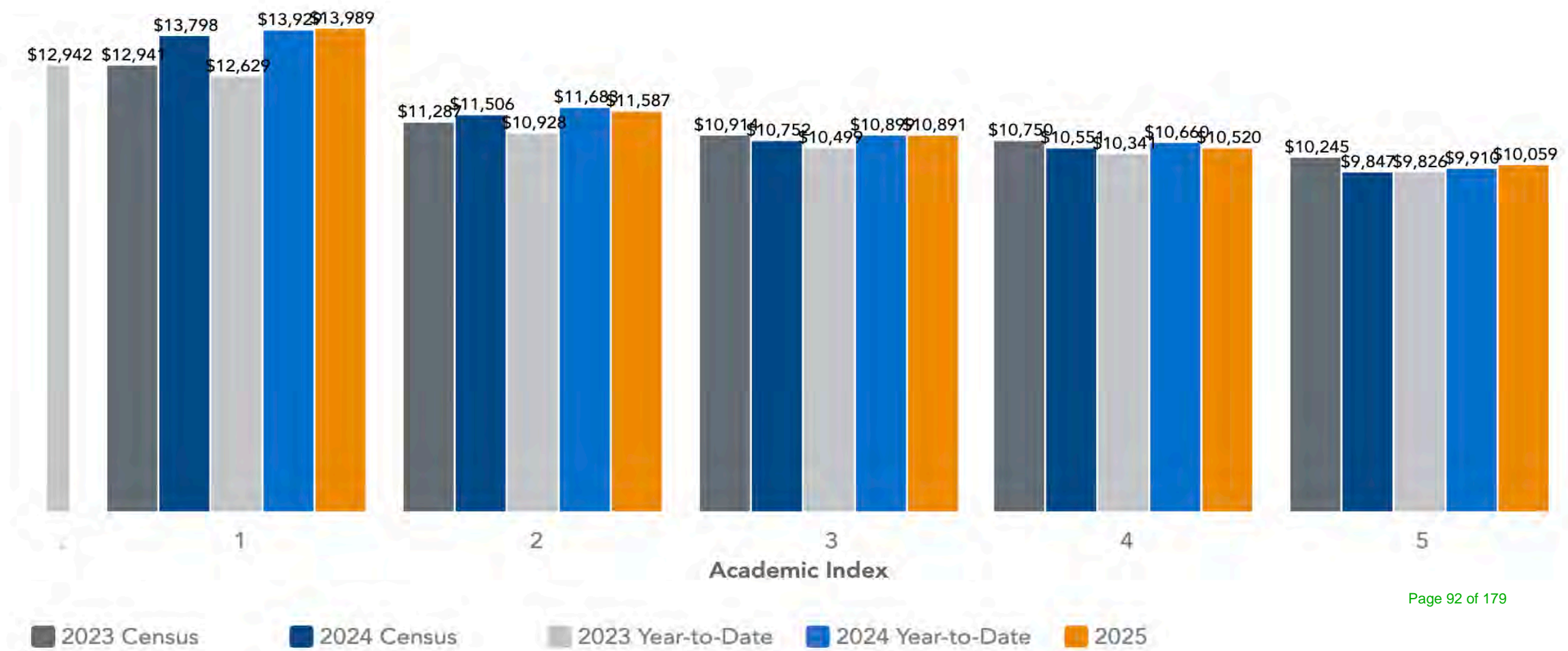
## Census and Year-to-Date Model and Excluded Group Comparisons



# Freshmen Tuition Revenue : Academic Index – Model Population

Average Net Tuition Revenue by Academic Index  
with an Enrollment Status of all\*

CY Average: \$11,207  
IN STATE ONLY



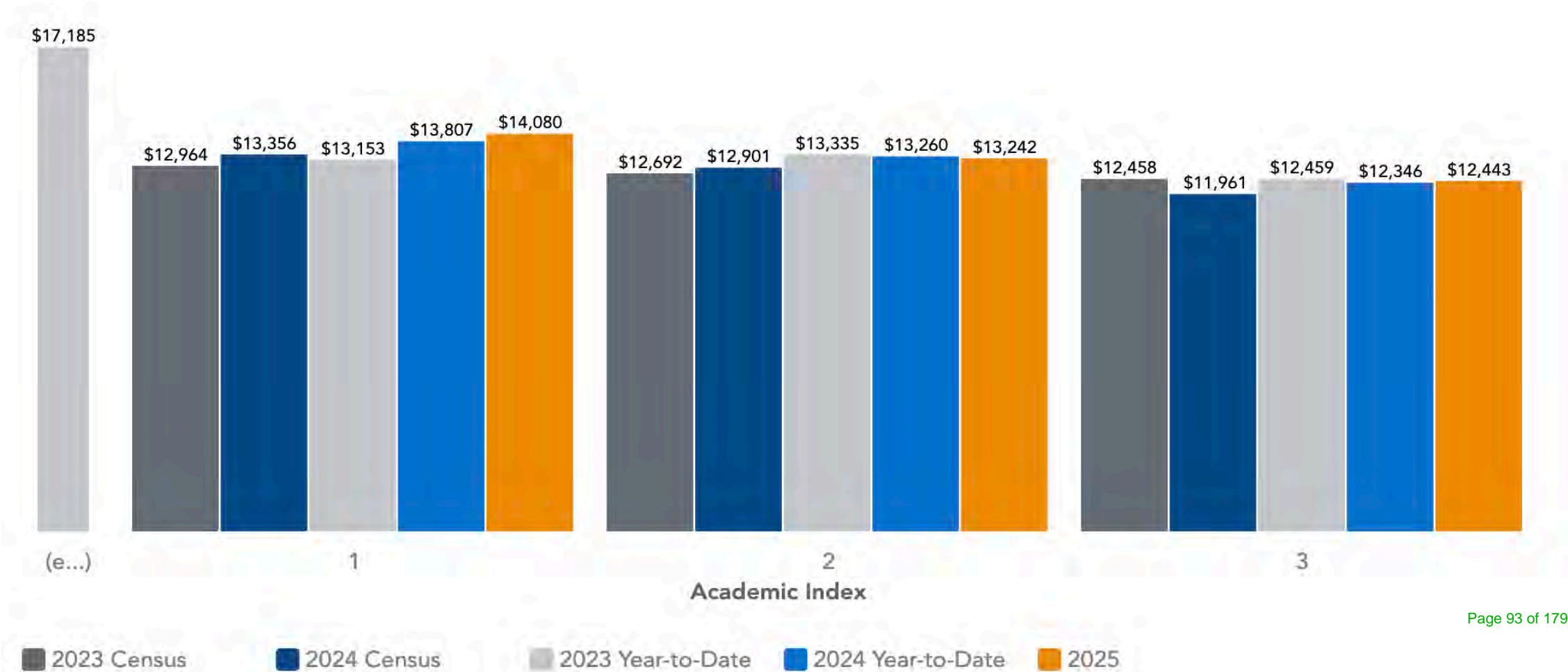
# Transfer Tuition Revenue : Academic Index – Model Population

Average Net Tuition Revenue by Academic Index

with an Enrollment Status of all\*

CY Average: \$12,979

IN STATE ONLY



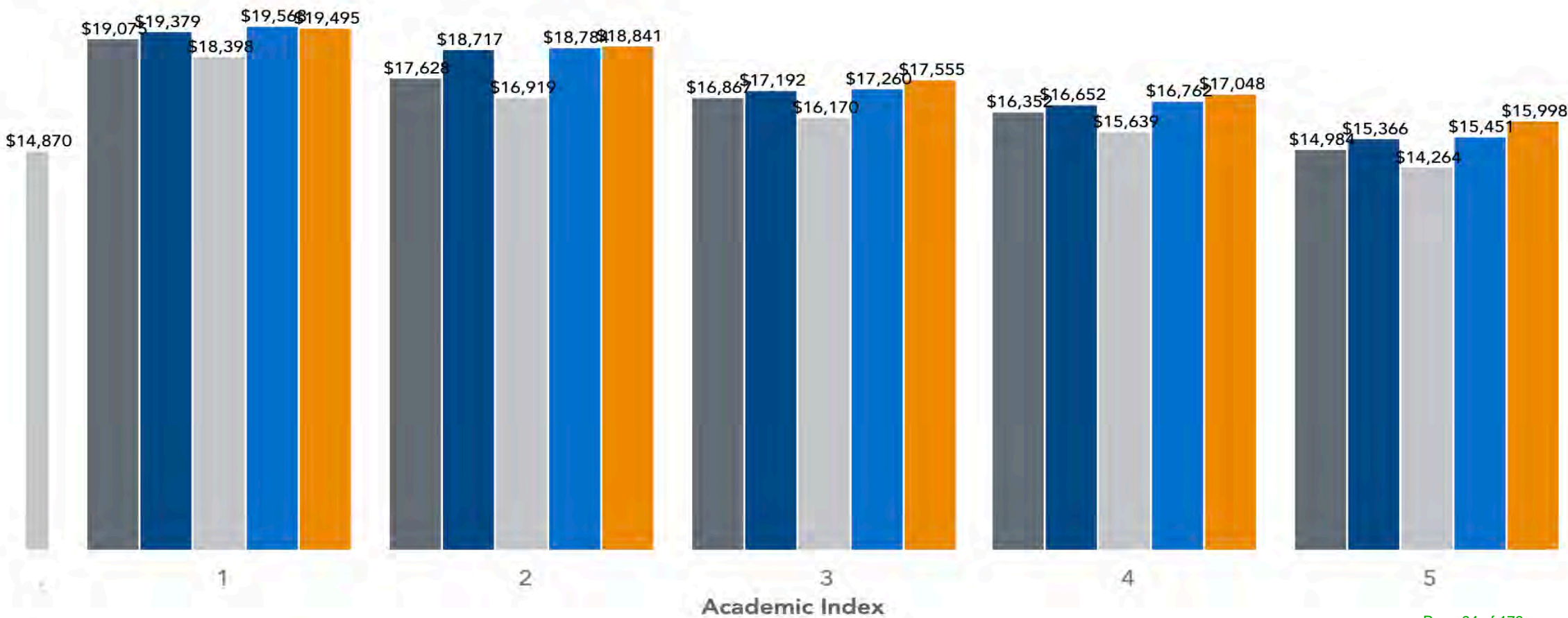
# Freshmen Tuition Revenue : Academic Index – Model Population

## Average Net Tuition Revenue by Academic Index

with an Enrollment Status of all\*

CY Average: \$17,572

OUT OF STATE ONLY





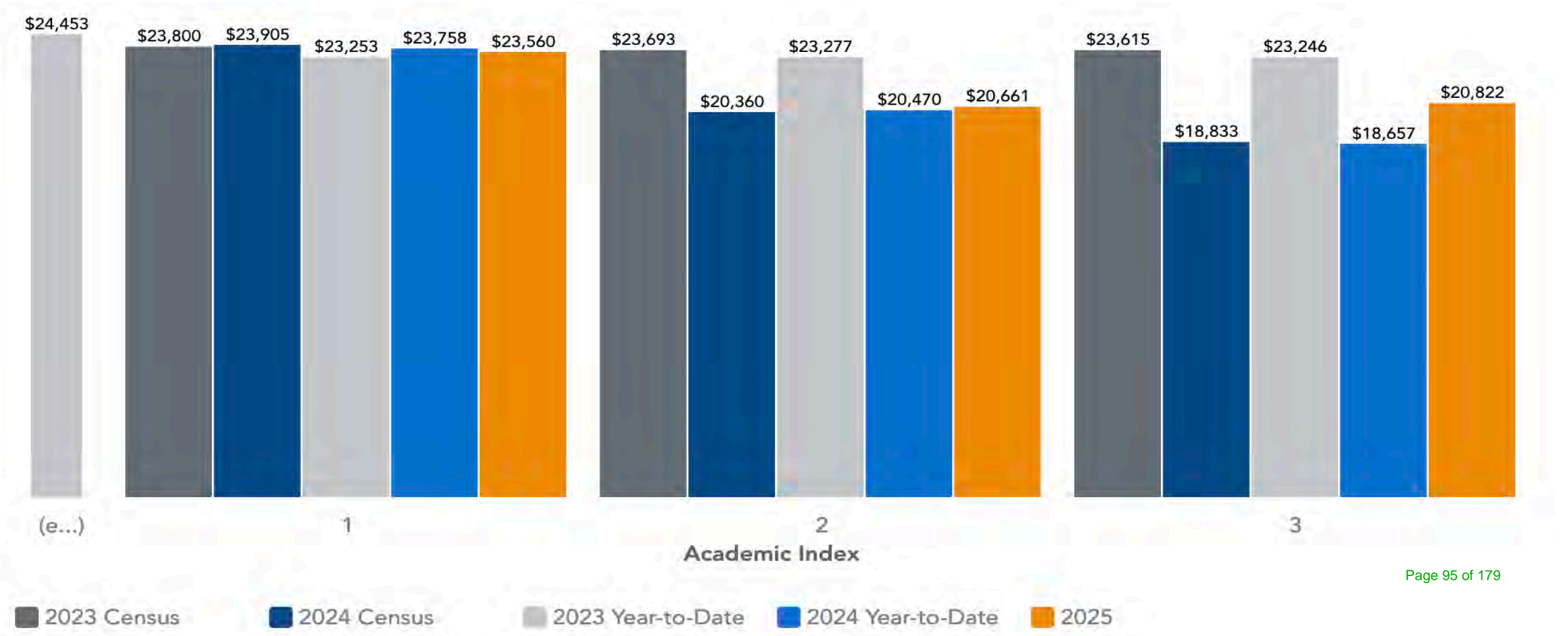
# Transfer Tuition Revenue : Academic Index – Model Population

## Average Net Tuition Revenue by Academic Index

with an Enrollment Status of all\*

CY Average: \$21,175

OUT OF STATE ONLY



**Chart 3: 2024-25 Full-Time In-State Undergraduate Tuition and All Mandatory Fees <sup>1,2</sup>**

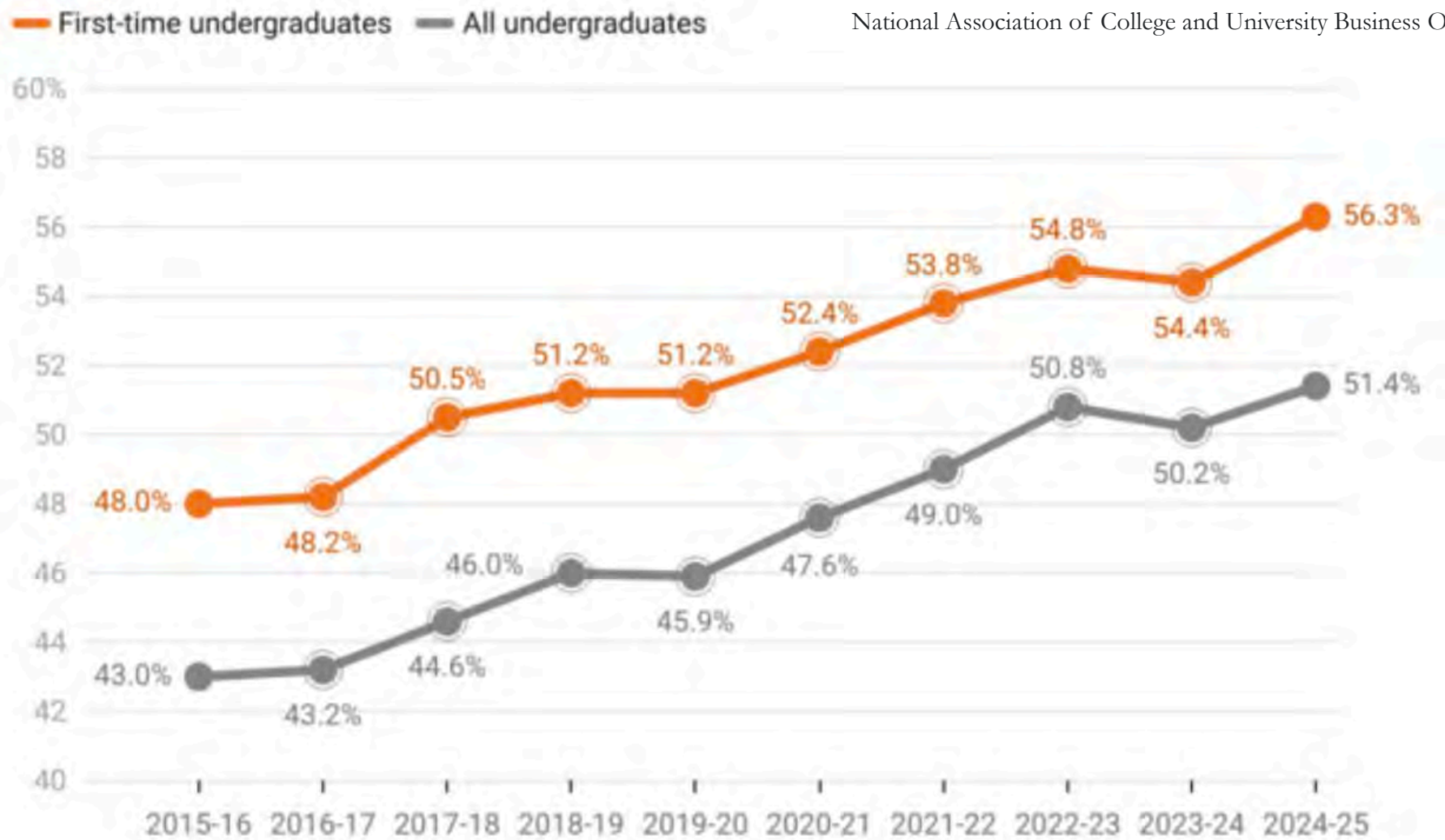
<b>Institutions</b>	<b>Tuition and All Mandatory Fees</b>	<b>Amt Increase Over 2023-24</b>	<b>% Increase Over 2023-24</b>
<b>Baccalaureate Institutions</b>			
Christopher Newport University	\$16,828	\$477	2.9%
George Mason University	\$14,220	\$405	2.9%
James Madison University	\$13,966	\$390	2.9%
Longwood University	\$15,740	\$540	3.6%
Norfolk State University	\$10,180	\$270	2.7%
Old Dominion University	\$12,750	\$488	4.0%
Radford University	\$12,548	\$262	2.1%
University of Mary Washington	\$14,905	\$346	2.4%
University of Virginia	\$19,414	\$606	3.2%
University of Virginia - Wise	\$11,780	\$0	0.0%
Virginia Commonwealth University	\$16,720	\$487	3.0%
Virginia Military Institute	\$21,046	\$562	2.7%
Virginia State University	\$10,043	\$288	3.0%
Virginia Tech	\$15,950	\$474	3.1%
William & Mary	\$25,734	\$693	2.8%
<b>Associate-Degree-Granting Institutions</b>			
Richard Bland College	\$9,093	\$246	2.8%
VA Community College System <sup>2</sup>	\$4,902	\$144	3.0%
<b>Average Baccalaureate Institutions</b>	<b>\$15,455</b>	<b>\$419</b>	<b>2.8%</b>
<b>Average Public Institutions</b>	<b>\$14,460</b>	<b>\$393</b>	<b>2.8%</b>

- ❖ Radford T&F less than state average
- ❖ Only 3 institutions are less expensive
- ❖ Radford T&F increases lower than state average

<https://www.schev.edu/home/showpublisheddocument/3870/638580200461924922>

**Notes:**

- (1) Includes mandatory E&G fees and mandatory non-E&G fees, which are charges assessed against students primarily for Auxiliary Enterprise activities.
- (2) Other mandatory fees vary by college, ranging from \$76.50 to \$895.50 per academic year, and are not included in this summary.



Source: NACUBO Tuition Discounting Study, data as of May 2025. • Created with Datawrapper

Tuition discount rates hit another record high, according to NACUBO, with first-time, full-time undergraduates receiving a 56.3 percent break compared to 51.4 percent for all undergraduates.

NACUBO Report

Radford  
University  
FTIC 26.3%  
Discount rate



# Academic Portfolio

# Enrollment Management

# Drivers and Variables of Enrollment: Academic Portfolio

## Term structure



- ☐ Entry terms
- ☐ On demand

## Curriculum



- ☐ General Ed
- ☐ Transfer friendliness
- ☐ RU Policy
- ☐ SCHEV/SACS Policy
- ☐ Dual Enrollment
- ☐ 4+1, Accelerated

## Campus locations



- ☐ Goals by campus
- ☐ Admissions requirements
- ☐ Geography/location

## Marketing



- ☐ Digital spend
- ☐ Traditional media
- ☐ Brand awareness
- ☐ Print material
- ☐ Fit and Belonging

## Retention

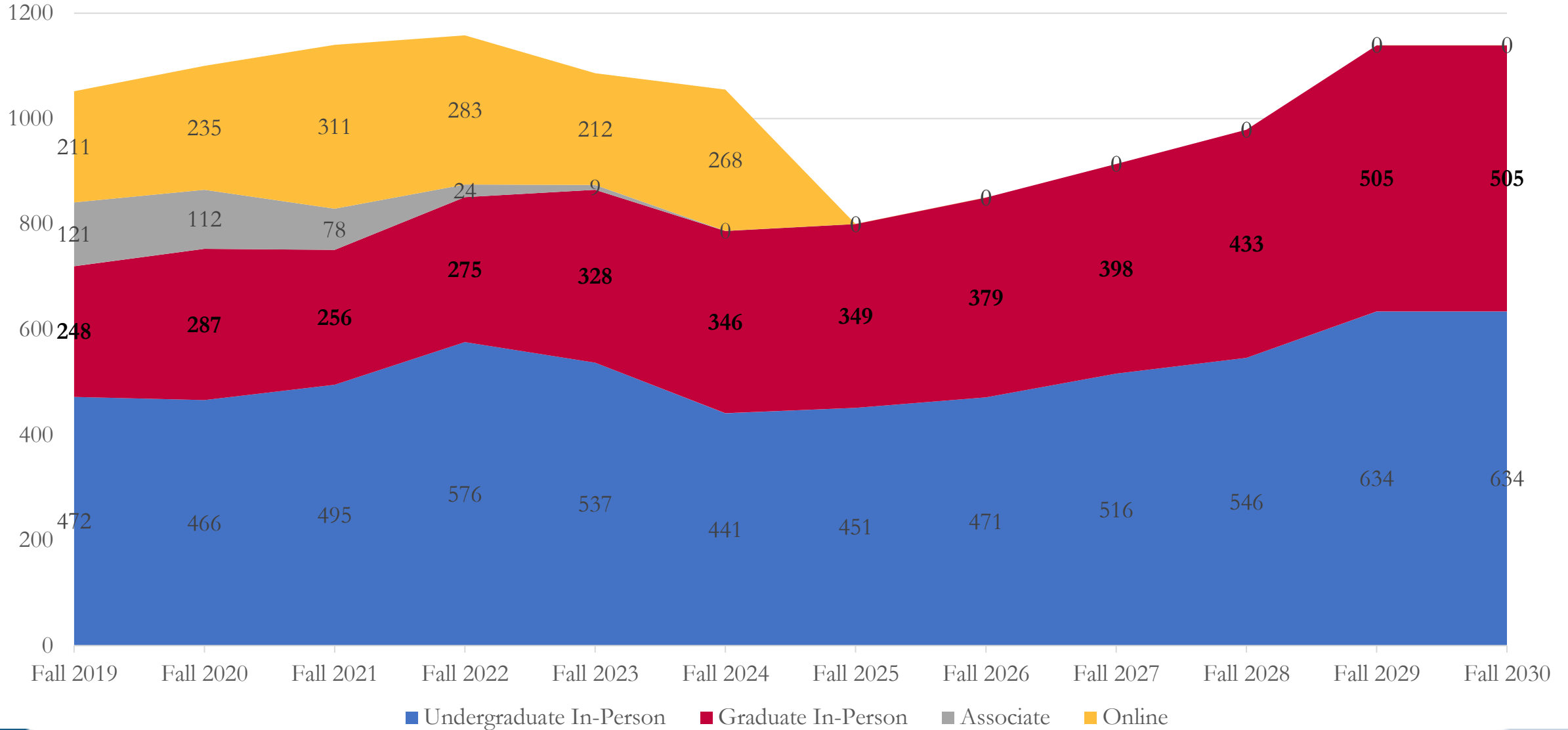


It's cheaper to retain a student than recruit a new one.

# Academic Portfolio Development – Enrollment by Campus/Site

Fall Enrollment Trends: Primary Enrollment Location										
Primary Location	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021	Fall 2022	Fall 2023	Fall 2024
Undergraduate										
Radford University Main Campus	8,667	8,271	8,217	7,677	7,009	5,861	5,281	4,815	4,500	4,851
Radford University Carilion	0	0	0	0	639	615	592	640	578	364
Roanoke Higher Education Center, Roanoke	124	95	95	105	89	103	108	64	9	101
Southwestern Virginia Governor's School	0	0	0	0	0	26	30	26	19	20
Distance Learning	84	79	100	128	225	702	499	454	594	825
Study Abroad	5	8	6	16	5	0	3	9	4	0
<b>Undergraduate Total</b>	<b>8,880</b>	<b>8,453</b>	<b>8,418</b>	<b>7,926</b>	<b>7,967</b>	<b>7,307</b>	<b>6,513</b>	<b>6,008</b>	<b>5,704</b>	<b>6,161</b>
Graduate										
Radford University Main Campus	540	567	521	518	525	431	427	400	438	374
Radford University Carilion	0	0	0	0	284	296	256	298	298	264
Carilion Clinic and Jefferson Colleges of Health Sciences	73	76	85	87	87	0	0	0	0	0
New College Institute, Martinsville	1	0	3	0	0	0	0	0	0	0
Roanoke Higher Education Center, Roanoke	50	55	61	53	54	33	26	23	13	74
Southwest Virginia Higher Education Center, Abingdon	1	0	0	0	0	18	5	7	5	5
Distance Learning	198	250	330	751	2,953	2,610	1,771	982	1,073	934
<b>Graduate Total</b>	<b>863</b>	<b>948</b>	<b>1,000</b>	<b>1,409</b>	<b>3,903</b>	<b>3,388</b>	<b>2,485</b>	<b>1,710</b>	<b>1,827</b>	<b>1,651</b>
<b>Total</b>	<b>9,743</b>	<b>9,401</b>	<b>9,418</b>	<b>9,335</b>	<b>11,870</b>	<b>10,695</b>	<b>8,998</b>	<b>7,718</b>	<b>7,531</b>	<b>7,812</b>

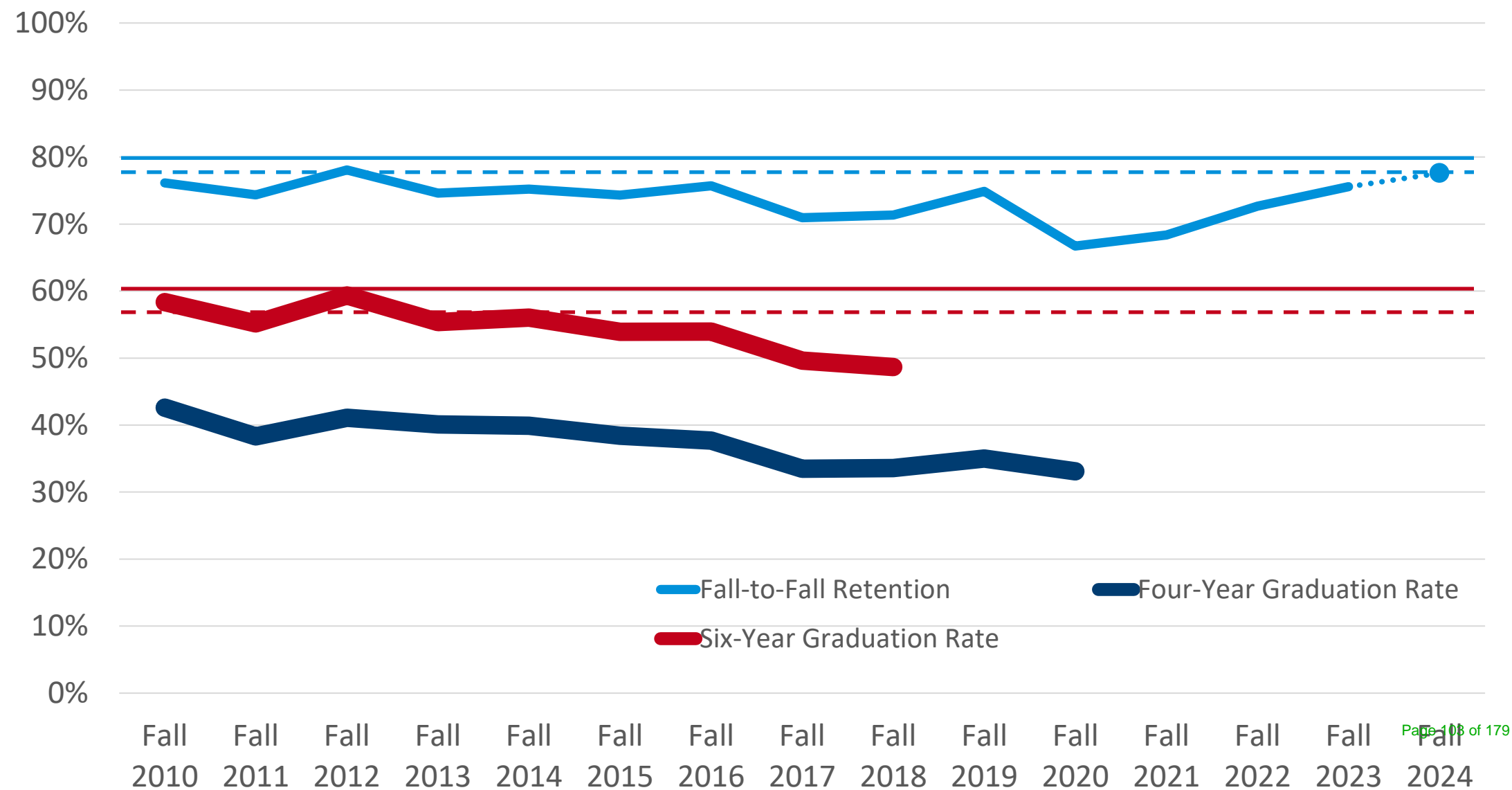
# Academic Portfolio Development – Roanoke Enrollment



# Academic Portfolio Development – Roanoke Enrollment

Enrollment	Level	Major	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Associate	A	Occupational Therapy Assistant	40	42	34	24	9							
Associate	A	Physical Therapy Assistant	65	52	21									
Associate	A	Surgical Technology	16	18	23									
<b>Associate</b>		<b>Total</b>	<b>121</b>	<b>112</b>	<b>78</b>	<b>24</b>	<b>9</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Undergraduate	B	Biomedical Science	20	26	32	38	22	10						
Undergraduate	B	Emergency Services	47	50	42	60	56	52	45	45	60	60	60	60
Undergraduate	B	Medical Laboratory Science	18	27	21	26	22	19	36	36	36	36	80	80
Undergraduate	B	Nursing	362	337	359	388	356	305	300	320	320	320	320	320
Undergraduate	B	Respiratory Therapy	25	26	41	64	81	55	70	70	70	70	84	84
Undergraduate	B	Nutrition and Dietetics									30	30	30	30
Undergraduate	B	Applied Biosciences										30	60	60
<b>Undergraduate</b>		<b>Total</b>	<b>472</b>	<b>466</b>	<b>495</b>	<b>576</b>	<b>537</b>	<b>441</b>	<b>451</b>	<b>471</b>	<b>516</b>	<b>546</b>	<b>634</b>	<b>634</b>
Graduate Hybrid	M	Family Nurse Practitioner	62	17			49	49	50	50	50	50	50	50
Graduate	M	Occupational Therapy	56	57	46	66	67	68	72	72	72	72	144	144
Graduate Hybrid	M	Occupational Therapy OTA Bridge						13	11	41	60	60	60	60
Graduate	M	Physician Assistant	124	124	124	125	125	126	126	126	126	126	126	126
Graduate	D	Physical Therapy		89	86	84	87	90	90	90	90	90	90	90
Graduate Hybrid	M	Social Work										15	15	15
Graduate Hybrid	M	Public/Community health										20	20	20
Graduate	M	Other Programs	6											
<b>Graduate</b>		<b>Total</b>	<b>248</b>	<b>287</b>	<b>256</b>	<b>275</b>	<b>328</b>	<b>346</b>	<b>349</b>	<b>379</b>	<b>398</b>	<b>433</b>	<b>505</b>	<b>505</b>
<b>TOTAL Enrollment</b>			<b>841</b>	<b>865</b>	<b>829</b>	<b>875</b>	<b>874</b>	<b>787</b>	<b>800</b>	<b>850</b>	<b>914</b>	<b>979</b>	<b>1,139</b>	<b>1,139</b>

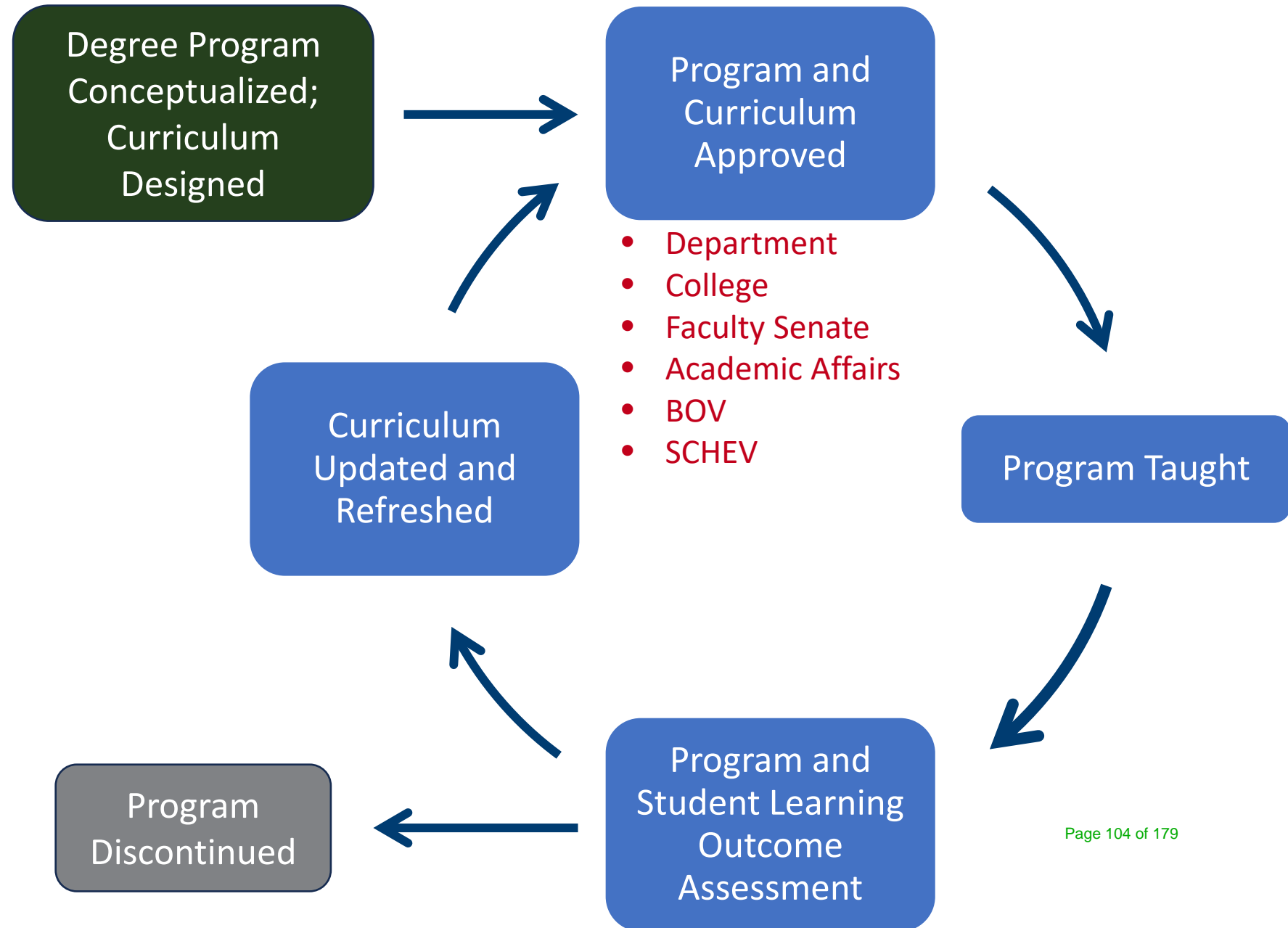
# Student Success Metrics (Fall 2010-Fall 2024)



# Curriculum Lifecycle and Academic Portfolio Evolution

## Program viability considerations

- Faculty Expertise
- Academic Coherence
- Program Design
- Student Learning Outcomes
- Mission Alignment
- Student Enrollment and Graduation Rates (SCHEV)
- Workforce Needs
- Student ROI
- University ROI





# Curriculum Lifecycle and Academic Portfolio Evolution

## Potential New Programs

- BS Environmental Science
- MSN Clinical Nurse Leadership
- MSN Nursing Education
- Dual-Enrollment Advancement Graduate Certificates
  - English
  - Biology
  - Political Science and Humanities
  - History
  - Physics

## Discontinue

- BS Biomedical Science
- Mathematics Education Graduate Certificate

Degree Program  
Conceptualized;  
Curriculum  
Designed

Program and  
Curriculum  
Approved

## Awaiting SCHEV approval

- BS Applied Biotechnology
- MS Clinical Psychology
- Health Professions Education Graduate Certificate
- Nursing Education Post-Professional Certificate
- \*Mathematics Graduate Certificate

Curriculum  
Updated and  
Refreshed

Program Taught

Program and  
Student Learning  
Outcome  
Assessment

Program  
Discontinued

# College of Nursing Must Grow



# Academic Portfolio Development – Nursing Enrollment – Growth

Major	2020	2021	2022	2023	2024
Nursing	632	661	746	912	1,130
Pre-Nursing	486	354	269	205	174
<b>Bachelor's Degree Total</b>	<b>1,118</b>	<b>1,015</b>	<b>1,015</b>	<b>1,117</b>	<b>1,304</b>
Post-Baccalaureate Certificate					
Psychiatric Mental Health Nurse Practitioner	4	5	9	12	15
<b>Post-Baccalaureate Certificate Total</b>	<b>4</b>	<b>5</b>	<b>9</b>	<b>12</b>	<b>15</b>
<b>Master's Degree</b>					
Family Nurse Practitioner	55	57	58	49	49
Nursing Administration	4	2	31	59	60
<b>Master's Degree Total</b>	<b>59</b>	<b>59</b>	<b>89</b>	<b>108</b>	<b>109</b>
<b>Doctor's Degree</b>					
Nursing Practice	32	23	25	17	30
<b>Doctor's Degree Total</b>	<b>32</b>	<b>23</b>	<b>25</b>	<b>17</b>	<b>30</b>
<b>College of Nursing Total</b>	<b>1,213</b>	<b>1,102</b>	<b>1,138</b>	<b>1,254</b>	<b>1,458</b>



**Student  
Services**

**Enrollment Management**

# Other Drivers and Variables of Enrollment

## Basic Needs

- ☐ Food Security
- ☐ Housing Security
- ☐ Physical and Mental Healthcare
- ☐ Financial Resources

## Finding Their Place

- ☐ Sense of Belonging/Mattering
- ☐ Engagement
- ☐ Spaces
- ☐ Well-Being
- ☐ Support & Resources
- ☐ Populations
- ☐ Partners/Families

## Housing/Dining

- ☐ Policy
- ☐ Beds
- ☐ Community
- ☐ Living Learning Programs
- ☐ Commuters

## Recreation & Athletics

- ☐ Location/Region
- ☐ Selu
- ☐ Esports
- ☐ Club Sports
- ☐ Sport Changes
- ☐ Salaries/Scholarships

## Employment

- ☐ On-Campus vs Off-Campus
- ☐ Skill Building/Experience
- ☐ Work Study/Internships
- ☐ Balance



# What We Know...The Landscape



**59%** of students experience **at least one form of basic needs insecurity.**

**3 in 5**

of students experience **basic needs insecurity** related to food and/or housing.

**73%**

of respondents face basic needs insecurity when we consider other basic needs (**mental health, child care, transportation, and internet/technology access**) in addition to food and housing.



**41%** experience **food insecurity.**

**48%** experience **housing insecurity.**

**14%** experience **homelessness.**

**44%**

of students experience **clinically significant symptoms of anxiety and/or depression.**



**62%**

of students with disabilities experience **basic needs insecurity** related to food and/or housing—13 percentage points higher than students without disabilities (56%).



**52%**

of Pell Grant recipients experience **food insecurity**—17 percentage points higher than non-Pell Grant recipients (35%).



# What We Know...Our Students



In no hurry



Internet

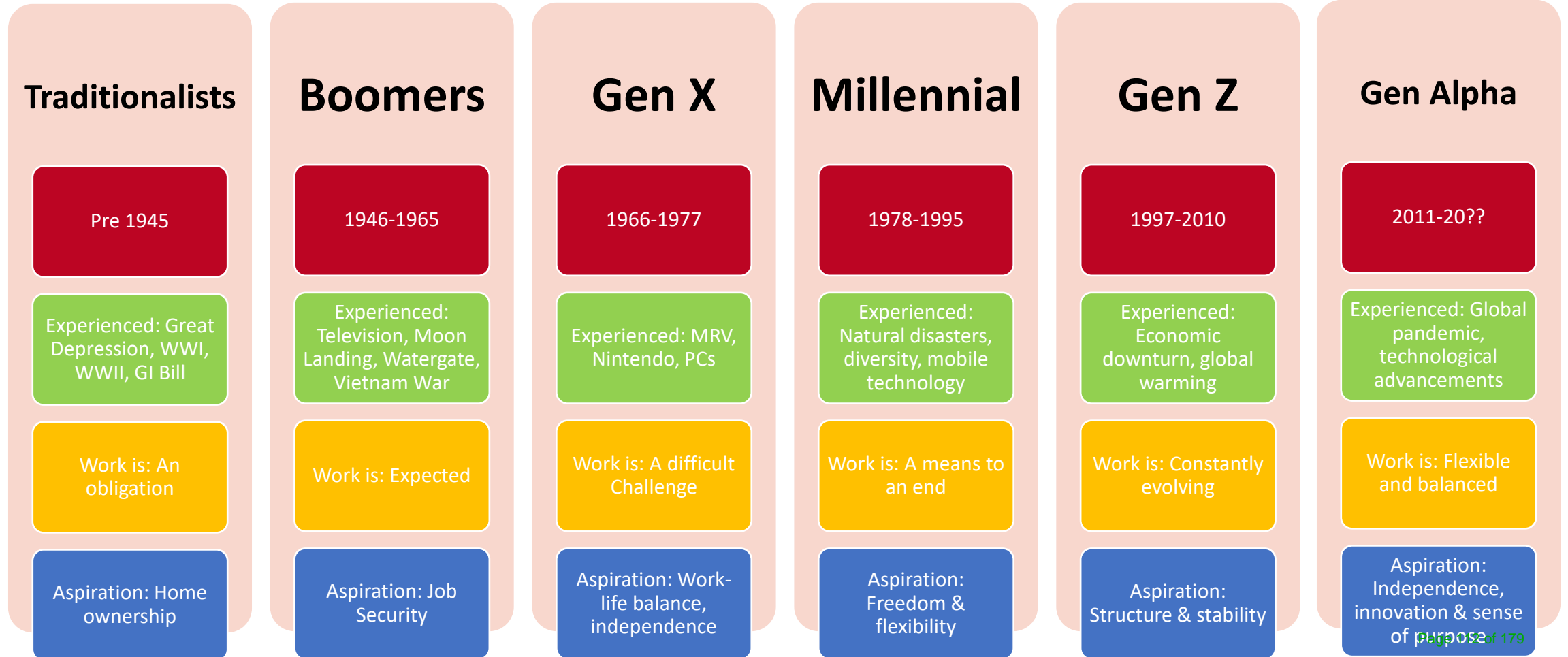


In person no more



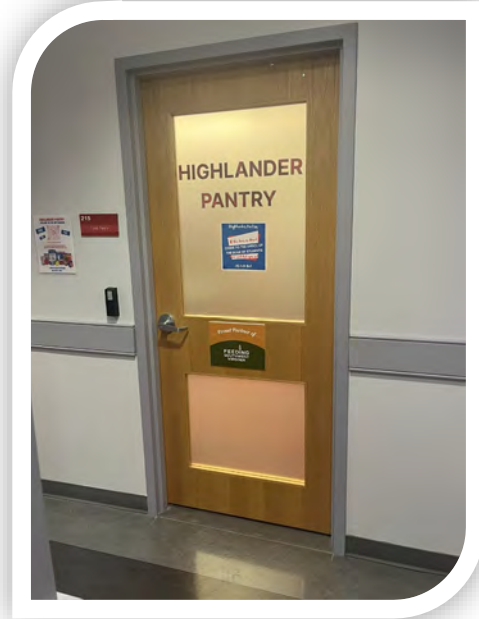
Insecure

# What We Know...Our Students





# Support Services



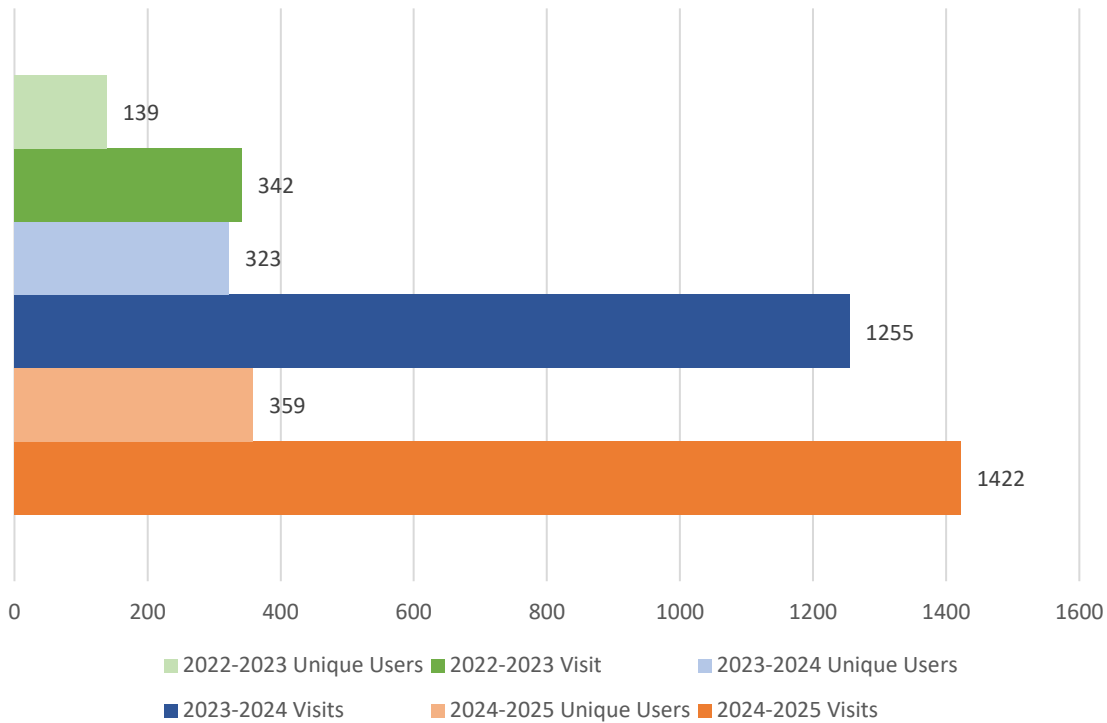
Highlander Pantry

- Highlander Assistance Programs
- Dean of Students Office
- Student Counseling Services
- Student Health Services



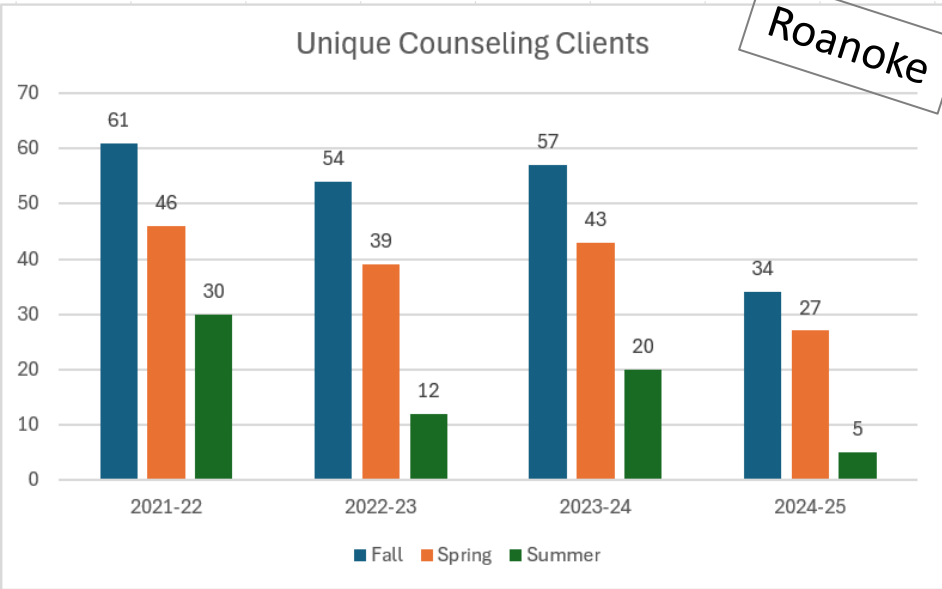
# Support Services

Highlander Pantry



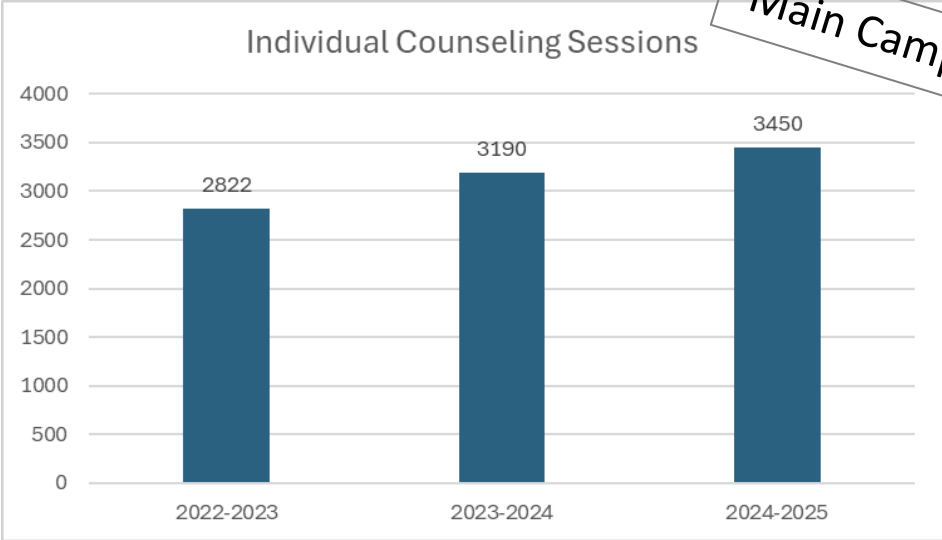
Unique Counseling Clients

Roanoke



Individual Counseling Sessions

Main Campus



# Finding Their Place. Here

“Fitting in is about knowing what you have to do to make yourself acceptable to a particular crowd, but belonging is being accepted and valued for who you are.”  
~Brene Brown



# Belonging

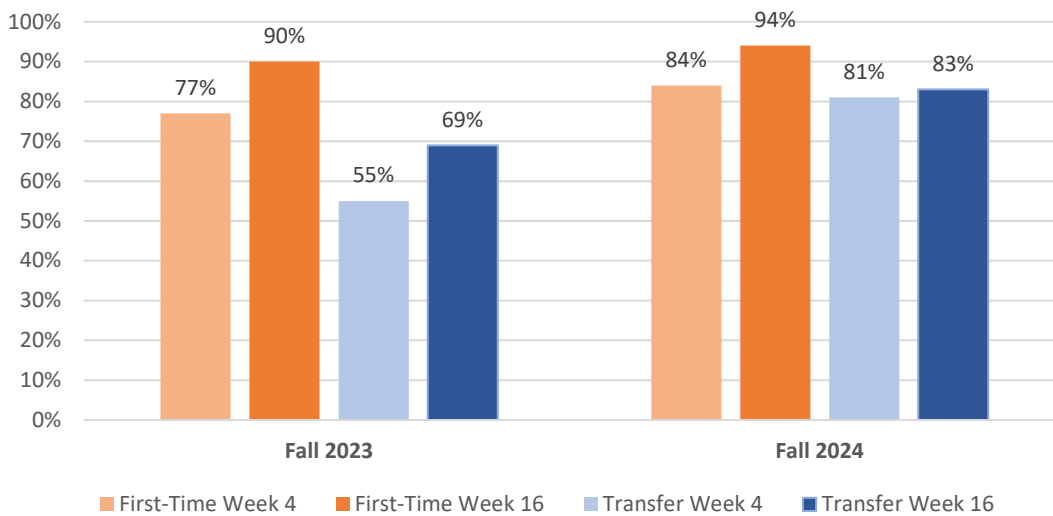


# Finding Their Place. Here

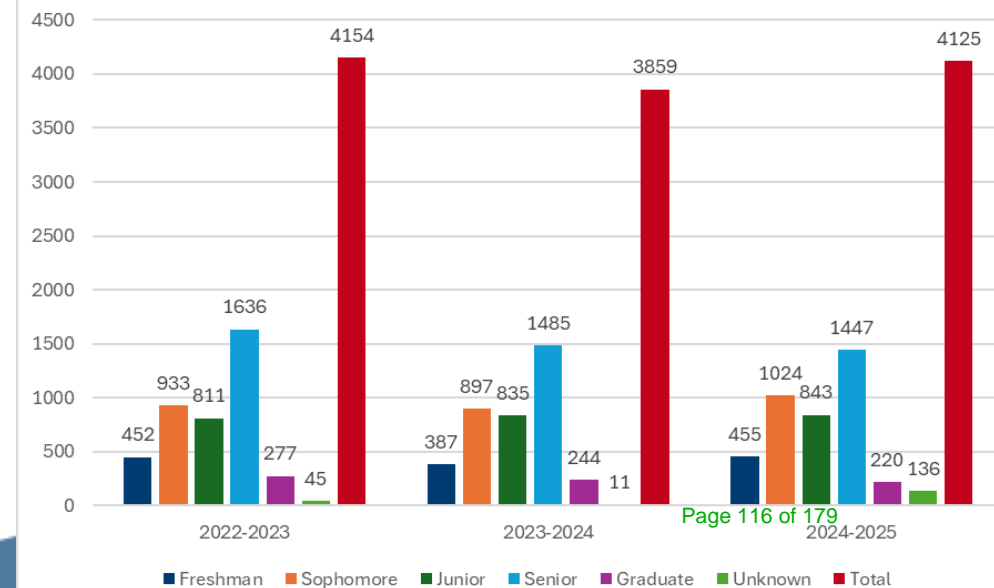


**Radford**  
UNIVERSITY  
Connected Communities

## Engagement



## SRWC Distinct Users





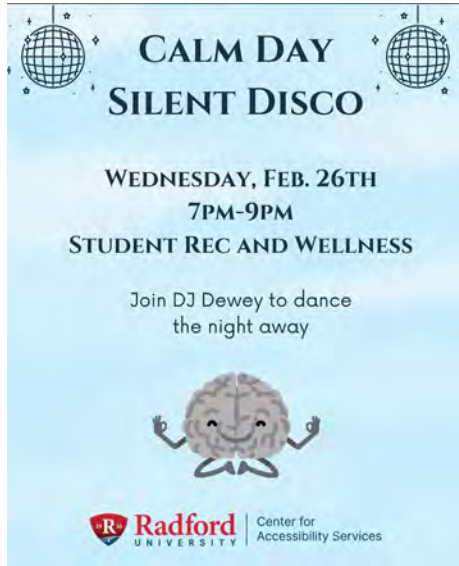
# Housing and Dining

- Board Policy
- Residential Curriculum
- Living-Learning Programs
- Off-Campus Housing
- Meal Plans





# Recreation and Athletics



Esports



Women's Flag Football  
Club Sport

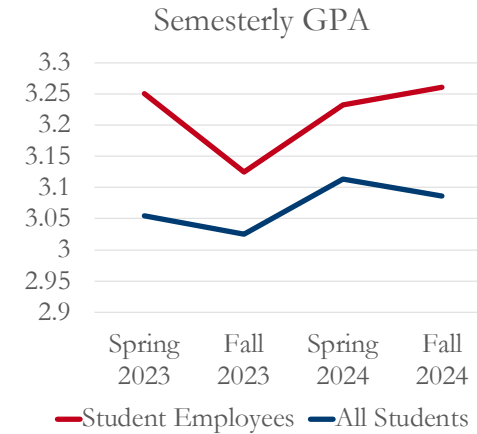


# Employment

"Employment during college helps contribute to student success when meaningful connections between learning in the classroom and learning on the job are made evident."  
*Iowa GROW*

- Intentionality of experience
- Writing job descriptions
- Training supervisors
- Opportunities for students to supervise

## Student Employment Initiative

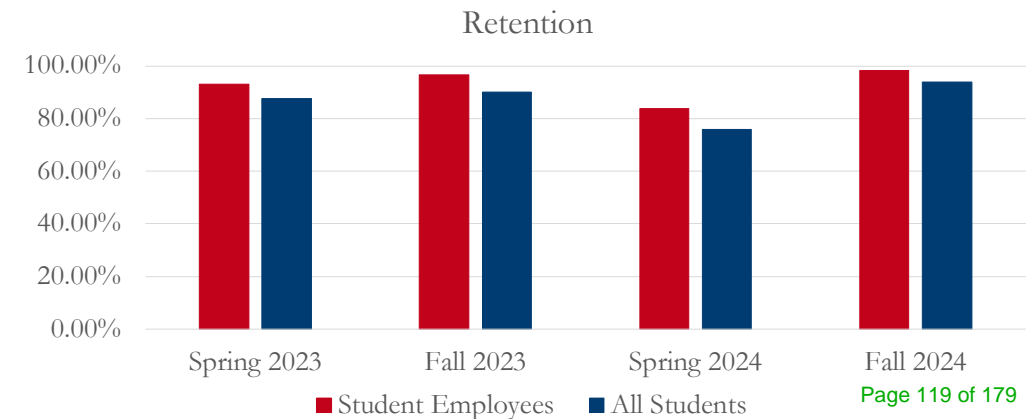


After 1 semester: **3.13**

After 3 semesters: **3.44**

After 5 semesters: **3.67**

## Student Employment Initiative



# Negative Impacts of Poor Mental Health on College-going Rates

## 1. High School to College Transition

**Increased anxiety and depression** during high school, especially around the college application process, can discourage students from applying to or enrolling in college.

Students with untreated or severe mental health challenges may **delay** enrollment or opt out entirely due to fear of academic failure or emotional overwhelm.

## 2. Socioeconomic Correlation

Mental health struggles often intersect with poverty, trauma, or instability—**factors that already decrease college attendance**.

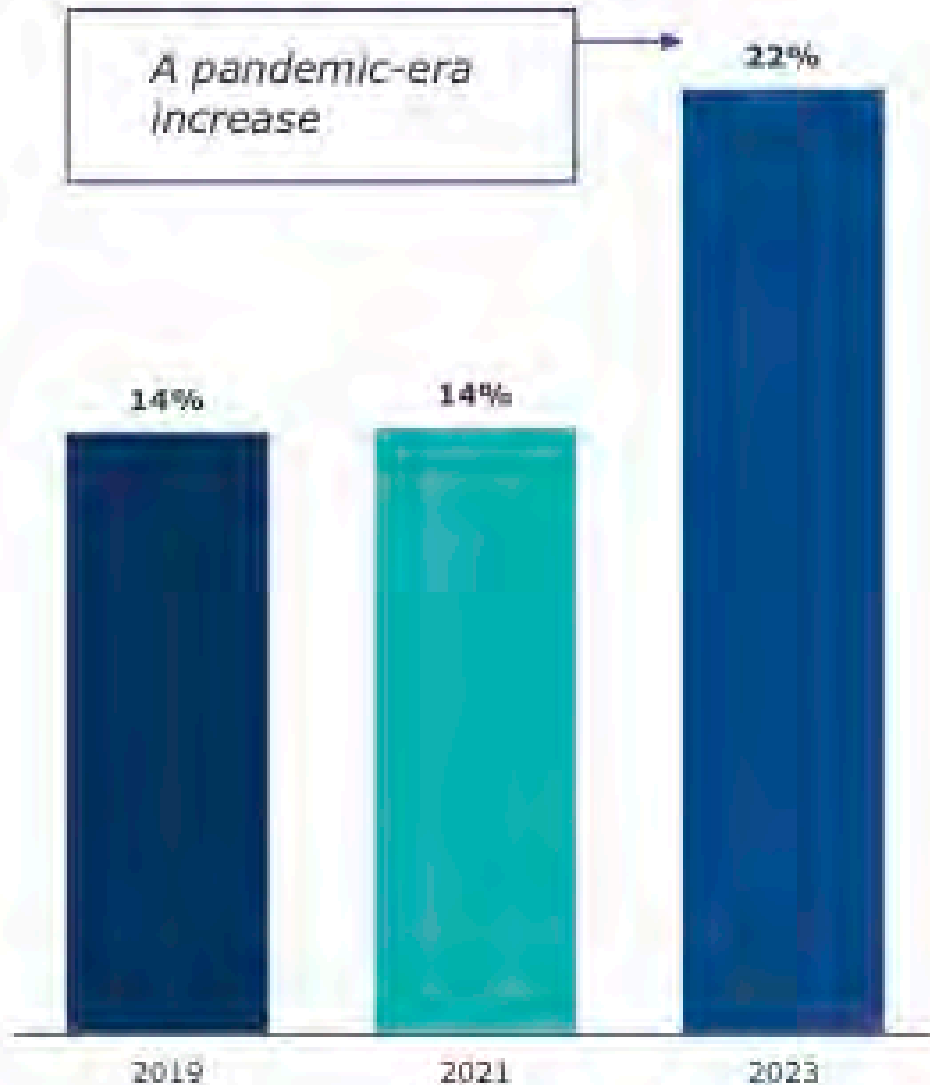
Students from underserved communities may face **stigma** around mental health and lack access to care, further reducing college readiness.

## 3. Self-Efficacy and Motivation

Depression and anxiety reduce **confidence in academic ability**, limit motivation, and contribute to **lower educational aspirations**.

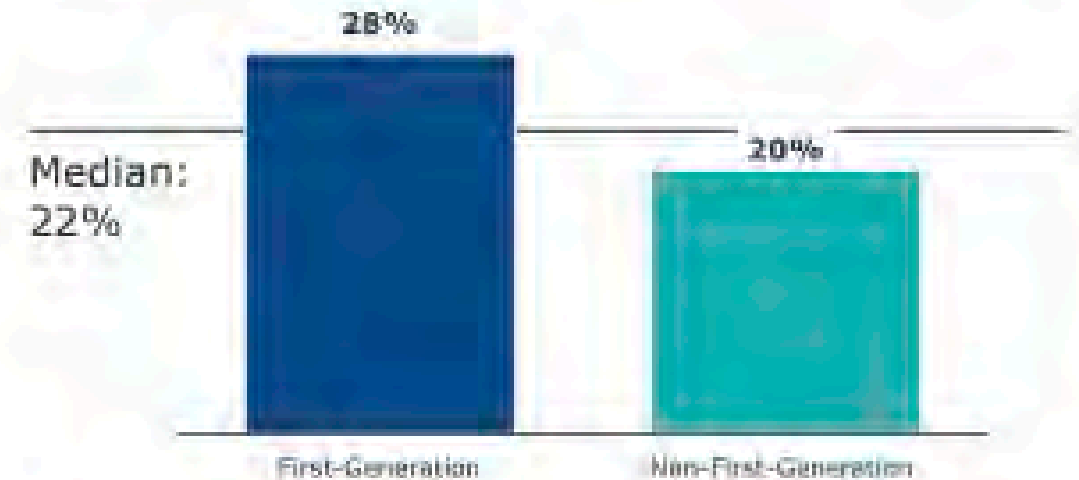
## A Growing Reason Students Are Forgoing College

Share of Students Naming "Not Mentally Ready" as Their Reason for Opting Out of College



## Concerns Are Highest Among First-Generation Students...

"I'm Not Mentally Ready" for College, by First-Generation Status



## ...And Lower-Income Students



Among students **planning to attend college**, mental health was more likely to be listed as a top college concern for lower-income than higher-income students



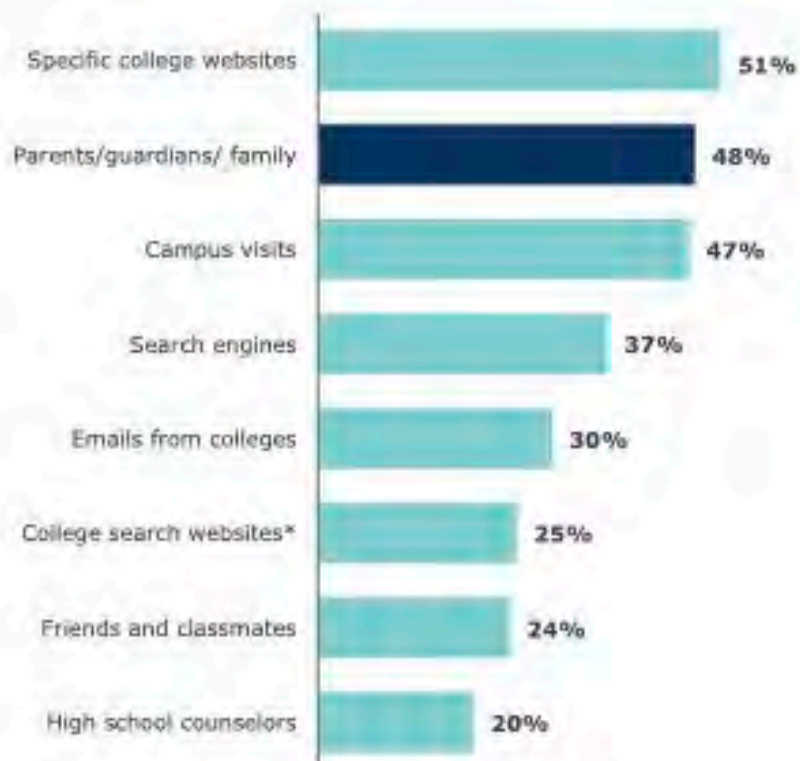
# Recruitment in the Age of Intensive Parenting

11

## Parent Influence Is Growing

### Top Sources College Freshmen Relied on to Make Their Enrollment Decision

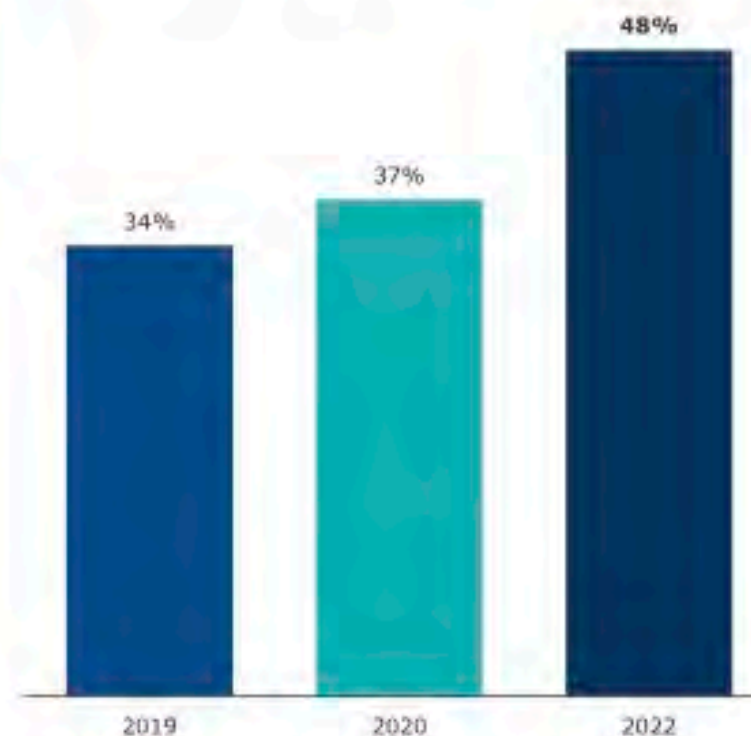
Sources with >20%; Participants Could Pick Up to 5



\*College search websites such as Cappex, Niche, College Board

### Growth in Parent Influence

EAB New College Freshman Survey, 2019-2022





# INTERCOLLEGIATE CLUB SPORTS

AN EXTENSION OF HIGH POINT UNIVERSITY ATHLETICS



Athletic Dept. | January 8, 2025 | Lauren Moore

## HPU Announces New Intercollegiate Club Sports Plan



**HIGH POINT, N.C.** — High Point University has announced a new Intercollegiate Club Sports Plan, effective immediately to begin in 2025.

Under the direction of High Point native [Dr. Stephen Denny](#), who was appointed the Intercollegiate Club Sports Associate Athletic Director in December, club sports will now be an extension under the umbrella of the 17-team Division I HPU Athletic Department.

"It's an exciting opportunity to expand the club sports offering as an extension of the athletic department and increase the reach of Panther Athletics," Dr. Denny said. "I expect there are a large number of athletes that will want to compete at this level and enjoy

**Community and  
Workforce Development  
Needs**

# **Enrollment Management**

# Economic Development and Corporate Education

What we do:  
Convene & Connect

Who we serve



Businesses  
Employees  
Entrepreneurs  
Life-long learners

What we offer



Strategic Partnerships  
Workforce Development Training  
Custom Development



# Enrollment Sources

## Strategic Partnerships



Intel Corporation  
Enoble First  
TRG Group  
NC4

## Grants



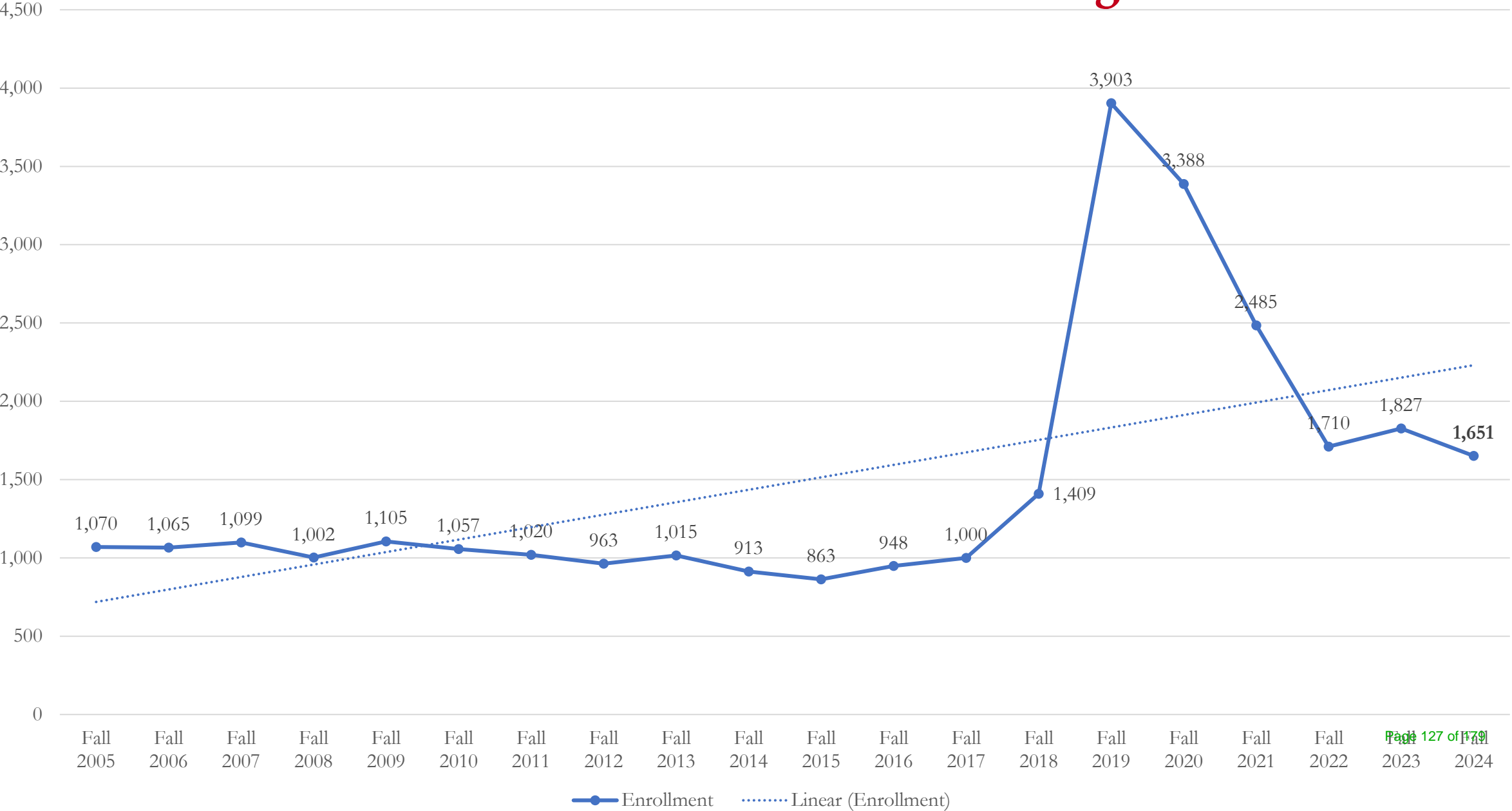
US Department Of Education  
Commonwealth Cyber Initiative  
US Economic Development Administration

## Contracts



VA Department of Education  
VA Chief Data Office

# Graduate Student Enrollment – Flexible learning and credentials





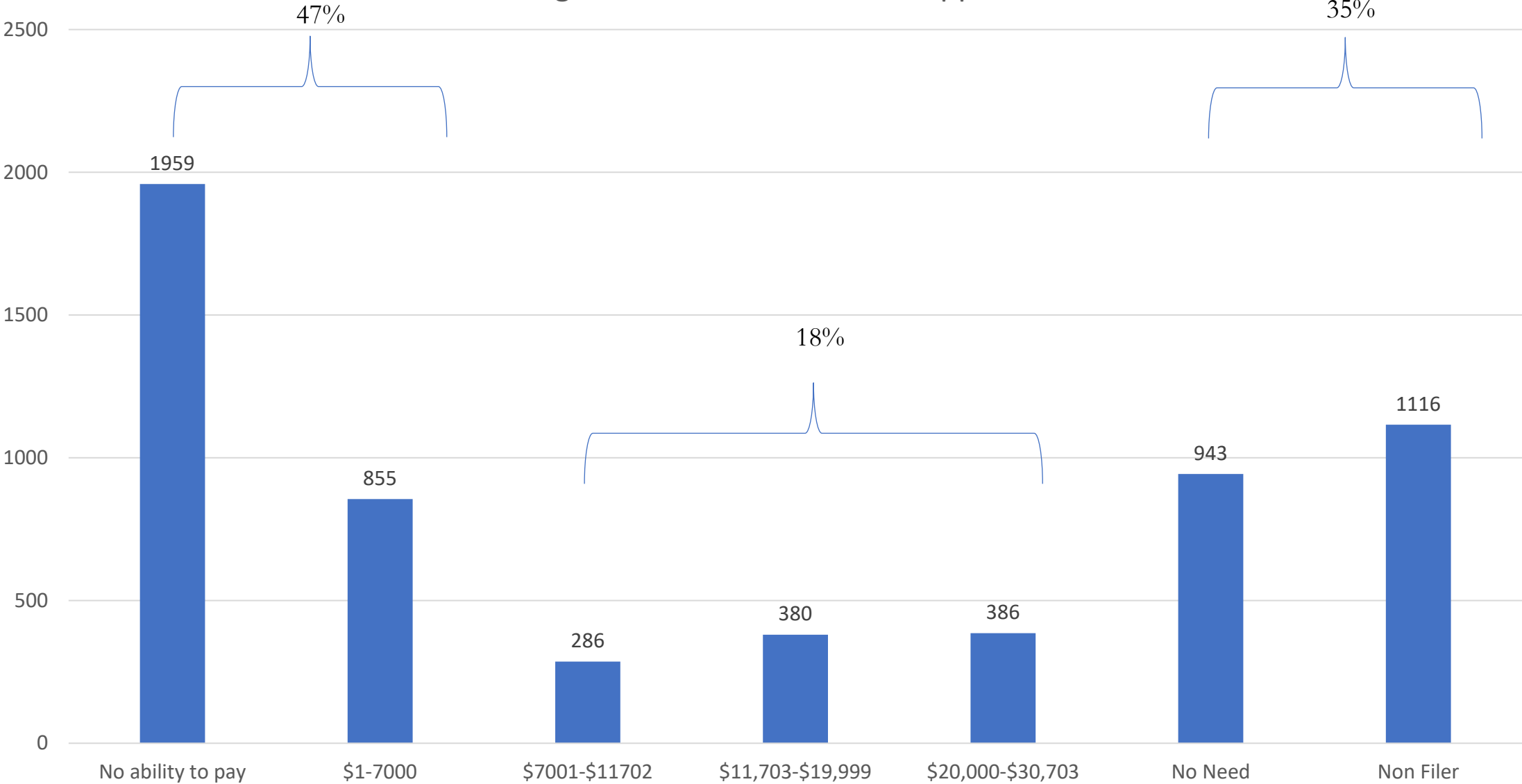
Radford  
UNIVERSITY



# Financial Aid Modeling

# Enrollment Management

Undergraduate FAFSA Filers 24 Applicants



**Ability to pay – Applicants fall 2024**



Student ID: 901070712

Callie Gallimore  
1673 Testerman Dr  
Christiansburg, VA 24073-6135

Dear Callie,

**Congratulations on your offer of admission to Radford University for the Fall 2025 semester.**

This invitation to join our academic community reflects our confidence that you are prepared to take advantage of the many wonderful opportunities available to students studying Finance in the Davis College of Business and Economics at our Main Campus (Radford, VA) location.

In recognition of your outstanding academic accomplishments, I am pleased to offer you one of Radford University's most prestigious scholarships, the [Highlander Distinction Scholarship](#).

**The scholarship's total value is \$16,000 over four years!** This means that you will receive \$4,000 for each of four academic years split between fall and spring semesters, assuming you adhere to the renewal criteria.

Callie, Radford University is committed to helping you accomplish your personal and professional goals. As a student, you will enjoy personalized attention and access to a variety of support services designed with your success in mind.

Page 131 of 179

To confirm your enrollment and pay your enrollment deposit, please complete the [Enrollment Confirmation Form](#). You can find additional information about enrolling at Radford University (including events especially for admitted students!) on our [admitted student webpage](#).



Callie Gallimore  
1673 Testerman Dr  
Christiansbrg, VA 24073-6135

February 21, 2025

RU ID: 901070712

Radford University has reviewed your Free Application for Federal Student Aid (FAFSA) for the 2025-2026 academic year. and created this financial aid offer to help you pay for your college education.

Congratulations, based on the information provided in your FAFSA, you qualify for the **Radford Tuition Promise!** On the next page you will see gift aid from federal, state, and institutional aid that covers the cost of your tuition.

Your aid offer was created using the following information and assumptions:

<b>Student Aid Index (SAI)</b> Provided in your FAFSA Submission Summary	0
<b>Enrolled hours per semester</b> Assumption is full-time enrollment.	12-16 hours per semester
<b>Housing Status</b> Based on information provided on admissions application, if not provided, on campus housing is assumed.	With Family



have while attending Radford University, or the total estimated cost of attendance.

### ESTIMATED COST OF ATTENDANCE FOR THE 2025-2026 ACADEMIC YEAR

	Fall	Spring	Total
<b>DIRECT COSTS</b>			
Tuition	\$ 4,264.00	\$ 4,264.00	\$ 8,528.00
Mandatory Student Fees	\$ 2,010.00	\$ 2,010.00	\$ 4,020.00
New Student Enrollment Fee	\$ 325.00	\$ -	\$ 325.00
Living Expenses			
Room Charges	\$ 3,501.00	\$ 3,501.00	\$ 7,002.00
Meal Plan Charges	\$ 2,927.00	\$ 2,927.00	\$ 5,854.00
Total Estimated Direct Costs	\$ 13,027.00	\$ 12,702.00	\$ 25,729.00
<b>INDIRECT COSTS</b>			
Books, Supplies, & Equipment	\$ 680.00	\$ 680.00	\$ 1,360.00
Personal Expense Allowance	\$ 1,325.00	\$ 1,325.00	\$ 2,650.00
Transportation Allowance	\$ 750.00	\$ 750.00	\$ 1,500.00
Total Estimated Indirect Costs	\$ 2,755.00	\$ 2,755.00	\$ 5,510.00
<b>Total Estimated Cost of Attendance</b>	<b>\$ 15,782.00</b>	<b>\$ 15,457.00</b>	<b>\$ 31,239.00</b>

The following section outlines the aid programs that you are eligible to receive for the 2025-2026 academic year. After

The following section outlines the aid programs that you are eligible to receive for the 2025-2026 academic year. After each section, your estimated balance in comparison to your direct cost is provided to help you understand what you need to be prepared to pay out-of-pocket for each semester and the academic year. Estimated Balances are based on your award offer and direct costs only. Your balance may vary if you are not required to live in campus housing.

### ESTIMATED FINANCIAL AID OFFER FOR THE 2025-2026 ACADEMIC YEAR

	Fall	Spring	Total
<b>ESTIMATED GIFT AID: Grant and Scholarship Eligibility</b>			
Federal Pell Grant	\$3,698.00	\$3,697.00	\$7,395.00
Virginia Guaranteed Assist. Program	\$4,148.00	\$4,148.00	\$8,296.00
Highlander Distinction Scholarship	\$2,000.00	\$2,000.00	\$4,000.00
<b>Total Gift Aid</b>	<b>\$9,846.00</b>	<b>\$9,845.00</b>	<b>\$19,691.00</b>
Estimated Balance for Direct Cost after Gift Aid	\$3,181.00	\$2,857.00	\$6,038.00
<b>ESTIMATED LOAN ELIGIBILITY</b>			
Federal Direct Subsidized Loan	\$1,750.00	\$1,750.00	\$3,500.00
Federal Direct Unsubsidized Loan	\$1,000.00	\$1,000.00	\$2,000.00
<b>Total Federal Loan Offers</b>	<b>\$2,750.00</b>	<b>\$2,750.00</b>	<b>\$5,500.00</b>
Estimated Balance Direct Cost after Federal Loans:	\$431.00	\$107.00	\$538.00



# Advancement and Alumni Relations

Supporting Enrollment Management

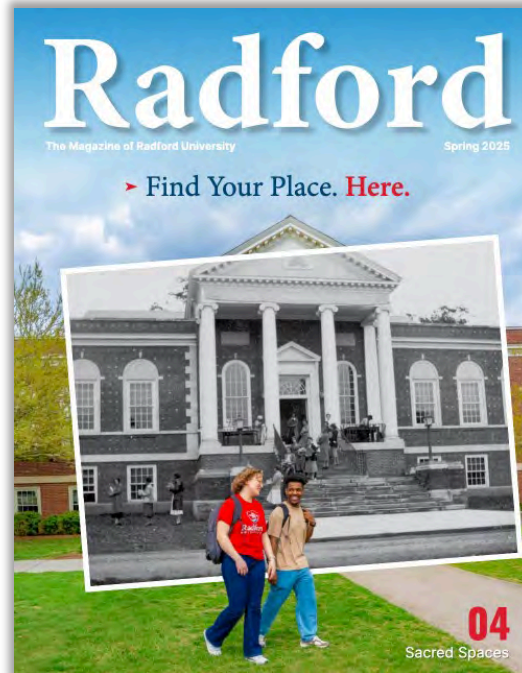
Penny Helms White

# Advancement and Alumni Relations

Function	Impact on Enrollment Management
<b>Alumni as Ambassadors</b>	Alumni share authentic experiences, influencing prospective students' decisions through personal stories, testimonials, and participation in recruitment events.
<b>Data Sharing &amp; Outcomes</b>	Advancement and Alumni Relations offices collect valuable data on alumni career outcomes, which admissions can use to demonstrate the value of a degree, improving recruitment messaging.
<b>Philanthropic Support</b>	Alumni and donors fund scholarships and program enhancements, making the university more attractive and accessible to students.
<b>Mentorship &amp; Career Networks</b>	Alumni provide career guidance and internship opportunities, supporting student success and retention, which in turn strengthens recruitment efforts.
<b>Community &amp; Advocacy</b>	Alumni and donors advocate for the university in their communities, increasing visibility and supporting local and global recruitment initiatives.

# Advancement and Alumni Relations

- Communication
  - Alumni Success Stories – Highlights the value of Radford degree
  - Channels
    - The Wayfinder
    - The Radford Magazine
    - Social Media



- 
- Welcome to the  
**Highlander Family!**  
 Hello Ella!  
 Congratulations on your acceptance to  
 Stanford! As an alumna, I am  
 proud to call this my second home.  
 As a fellow alumna (geography),  
 I am so grateful to have been a  
 part of an awesome dept. with  
 dedicated professors. Get excited  
 to join the Highlander team  
 in the fall!! Stay Creative,  
 Mary 14





# Advancement and Alumni Relations

- Enhanced Facilities
  - Applied Research in Technology and Information Science (ARTIS) Lab
  - Jo Ann Bingham Clinical Simulation Center
  - Selu Conservancy





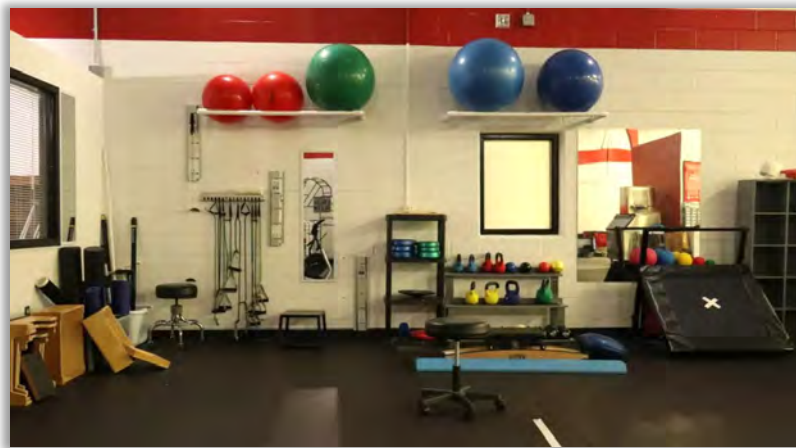
# Advancement and Alumni Relations

- Programing
  - Summer Bridge: Women in STEM
  - RiteCare Clinic Summer Camp
  - Dr. Raymond N. Linville Center for Interprofessional Education and Practice



# Advancement and Alumni Relations

- Athletics
  - Carilion Clinic Court at the Dedmon Center
  - VCOM Sports Medicine Center
  - Cupp Stadium
  - Scholarships, Nutrition and Travel Support





# Advancement and Alumni Relations

- Donor-Funded Scholarships
  - Endowment Level is \$25,000 – generates approx. \$1,000 scholarship
  - Donors established the criteria used to award
  - Scholarships can be recruitment or retention-focused, depending on donor wishes
  - Through the TOGETHER Campaign, 54% of funds raised went to scholarship support. Many have not been realized, as the funds are growing or they were part of a planned gift.



# Advancement and Alumni Relations

- Funds raised are managed by the Radford University Foundation, Inc.
- Radford University Foundation, Inc. is a 501(c)(3) nonprofit organization
- Established in 1973
- Total Assets: \$122.8 million
- Endowment: \$73 million



# Advancement and Alumni Relations

## Key Takeaways

- Advancement and Alumni Relations are natural partners for enrollment management, offering unique resources and perspectives
- Engaged alumni enhance recruitment, retention, and the overall student experience
- Collaboration and data sharing between advancement and enrollment offices are essential for maximizing effectiveness and achieving institutional goals

## Next Steps

- **Celebrate** - Share the Radford story in your community
- **Connect** - Introduce us to alumni and decision-makers within Foundations/Corporations who may be interested in being engaged
- **Contribute** - Consider making a philanthropic gift to an area that is meaningful to you



**Strategic  
Planning**

**Enrollment Management**

# Advancement and Alumni Relations

- Donor-Funded Scholarships
  - Total number awarded: 1,081
  - Total amount awarded: \$3.2 million
  - Endowment Level is \$25,000 – generates approx. \$1,000 scholarship
  - Donors established the criteria used to award
  - Scholarships can be recruitment or retention-focused, depending on donor wishes
  - Through the TOGETHER Campaign, 54% of funds raised went to scholarship support. Many have not been realized, as the funds are growing or they were part of a planned gift.

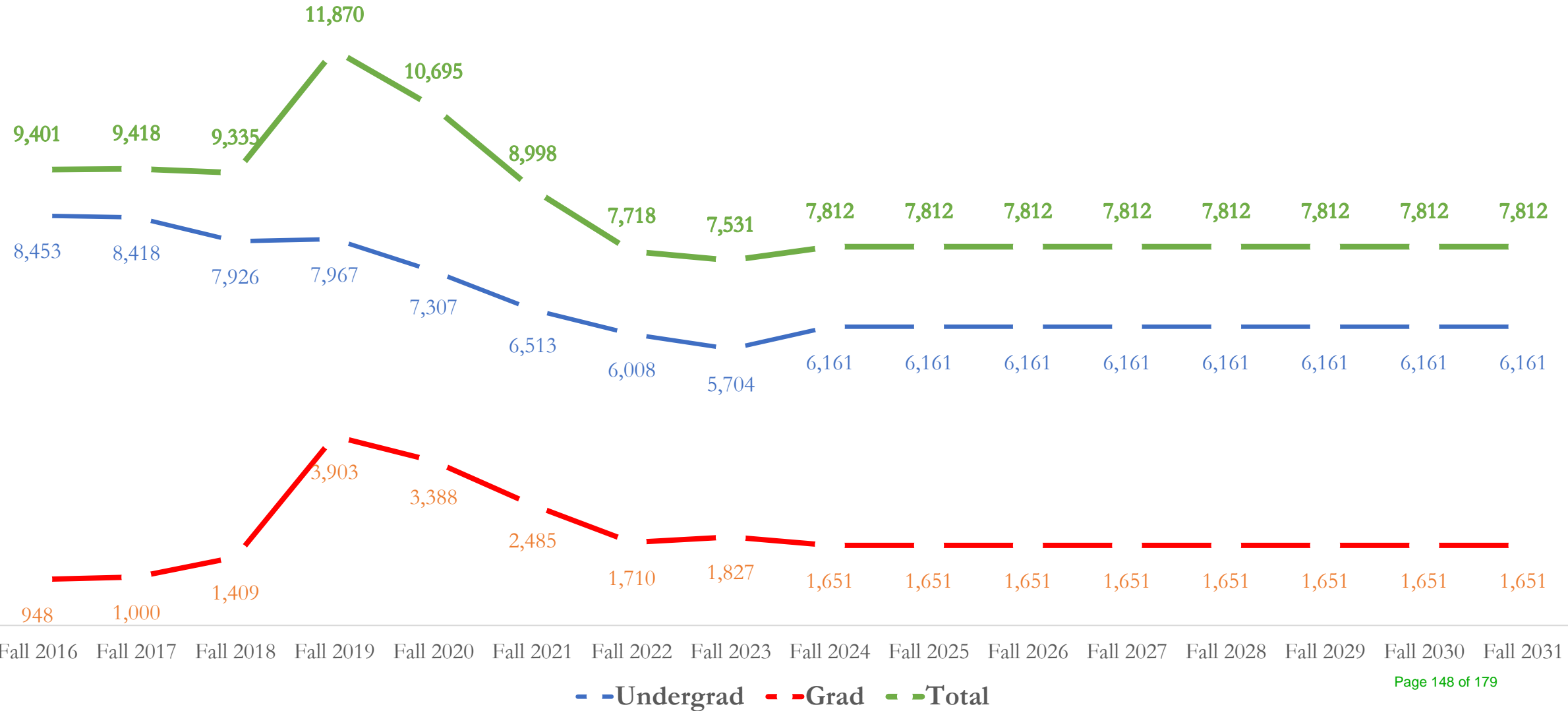


## Activity – Enroll 200 more students, where do you start?

Step	Change in Students	Cumulative Total
Starting Enrollment	–	6,531
New First-Time Freshmen	+1415	7,946
New Transfers	+580	8,526
UG Withdrawals/Dropouts	–450	8,076
UG Graduates (Mid-Year)	–220	7,856
UG Returning After Stop-Out (re-enroll)	+50	7,906
GR Withdrawals/Dropouts	–150	7,756
New Graduate Students	+450	8,206
GR Graduates (Mid-Year)	–394	7,812
<b>Final Enrollment (Spring)</b>	–	7,812



# GOAL: Stabilization 2026-2031



# SWOT

## Strengths

Facilities

Radford Tuition Promise

Faculty & Staff

Stability

Leadership  
Vision/Planning

Academic Portfolio

Experiential Learning

Geography/Attraction

Career placement

## Weaknesses

Region Myths  
(students/faculty/employee  
opportunities)

Higher Ed Consumption

System integration

Employee burnout

Data integrity &  
Technology

Diversity of faculty

Student ability to pay

## Opportunities

Roanoke Market

Leading in Health

Partnerships schools +  
industry

Curricular alignments

Certificate Program  
growth

Online capacity building

Educating Teachers

Student  
space/Renovation

Reputation/Re-brand

Brand Awareness

## Threats

Federal Policy

State Policy

Competition

Enrollment Cliff

Student readiness,  
attention span,  
motivation

Town/Gown relationship



# Strategic Planning

## Short-term

What is most important **this** cycle?

- Growth by program and campus
- Academic profile
- Tuition revenue generation
- Minimizing institutional spend
- Grant metrics

## Long-term Strategic Plan

Strategic  
Enrollment  
Planning

A healthcare worker, likely a nurse, is shown in a clinical setting. She is wearing blue scrubs, teal gloves, and a Radford University ID badge. Her hair is styled in a bun. She is focused on a task, possibly a patient's arm. In the background, a hospital bed and an IV drip with yellow fluid are visible.

# Planning Assumptions

- 6,296 (of the 7,812) be in-person enrollment all campuses, all levels
- 76% retention year over year
- Nursing enrollment to grow using 2024 as baseline
- Roanoke enrollment to be **maintained** using fall 2024 as baseline
- Create an online campus and **maintain** or grow enrollment
- **Maintain** academic standards for admission all levels
- 1415 new Freshmen enrollment
- 580 new Transfer enrollment



## Considerations for future

- Maintaining momentum
- Keep Radford Tuition Promise
- Institutional Aid Leveraging
- Transfer student growth to Roanoke locations
- Housing
- Dining
- Commuter student services
- Transfer student services
- Non-traditional student services

# Strategies: Recruitment of new undergraduates

1. Sustain freshmen recruitment/enrollment
  - Increase visitors to campus
  - Continue Radford Tuition Promise
  - Improve segmented approach
  - Leveraging institutional aid
  - Improving foundation scholarship strategy
2. Sustain transfer recruitment/enrollment
  - Continue alignment with curriculum
  - Offer services early like advising & student clubs (Tartan Transfer)
3. Sustain/grow graduate recruitment/enrollment
  - Improve sophistication of marketing
  - Build capacity
  - Partnerships



# Strategies: Recruitment of new graduate students

1. Marketing and ads
  - Ads by program and targeted audience
  - Marketing with local professional organizations and employers
  - Improve communication plans
2. Lower barriers
  - Evaluate and minimize barriers to applying, being admitted and enrolling
  - Maximize the affordability with appropriate rates, funding, and modalities
3. Sustain/grow graduate recruitment/enrollment
  - Maximize capacity of enrollments
  - Continue and grow partnerships with MOUs
  - Continue to define low residency programs (once a month, once a week?)



# Strategies: Be unapologetically Radford

1. Value Proposition
2. What is important to Radford
3. Adaptive landscape not growth landscape

# Next steps Strategic Enrollment Planning (SEP)

June

- Gather data, SWOT, draft goals

August

- Formulate strategies alongside Strategic Plan

December

- Final copy of SEP

July

- Cabinet and BOV to agree on goals

September

- Present goals and strategies to the BOV

# Recruiter Goals for Freshmen Recruiters 25-26

	2022 Fall				2023 Fall					2024 Fall				2025 Fall - as of 7/18/25			
	APP	ADM	DEP	ENR	APP	ADM		DEP	ENR	APP	ADM	DEP	ENR	APP	ADM	DEP	ENR
Tartan Target - 60 Miles	694	616	220	186	713	615		248	229	838	747	378	342	1019	909	431	412
NOVA	2473	2268	261	218	2078	1887		184	168	2034	1894	219	203	1928	1716	211	193
Richmond Metro	1146	1004	111	98	1055	907		116	102	916	791	123	114	913	810	116	113
Tidewater	1470	1305	154	130	1336	1149		92	81	1145	1017	126	108	1026	894	145	133
Other Virginia	2681	2365	369	313	2619	2195		343	300	2601	2368	515	474	2606	2301	563	515
Out of State	2962	2413	165	123	2945	2239		137	114	1447	1196	119	97	1281	1003	120	113
International	766	335	14	8	1522	800		23	17	2410	1655	47	21	1045	471	56	50

Tartan Target - 60 miles = Bland, Wythe, Carroll, Galax City, Giles, Pulaski, Radford City, Montgomery, Floyd

NOVA = Loudoun, Prince William, Manassas City, Manassas Park City, Fairfax, Fairfax City, Falls Church City, Alexandria City, Arlington

Richmond Metro = Hanover, Henrico, Richmond City, Chesterfield

Tidewater = James City, Williamsburg City, Poquoson City, Newport News City, York, Hampton City, Portsmouth City, Norfolk City, Suffolk City, Chesapeake City, Virginia Beach City

Other Virginia = All other Counties and Cities

# Questions



Radford  
UNIVERSITY





Radford University

# Board of Visitors Retreat

**Strategic Planning Update**

July 2025

# | Session 1 Agenda

## **1. Strategic Planning Update**

- **Methodology**
- **Planning Assumptions**
- **University Mission, Vision and Core Values**
- **Strategic Plan Pillars**
- **Implementation Planning and Methodology**

## **2. Next Steps**

# Strategic Planning Approach

## *Methodology*

1. Understand foundational strategic planning assumptions
2. Shape the university mission, vision and core values
3. Develop a single overarching goal for each area of focus:
  - Academic Achievement
  - Student Success / Engagement
  - Administrative Excellence
  - External Engagement and Partnerships
4. Identify imperatives for achieving each goal
5. Develop strategies for achieving imperatives
6. Create actions for achieving strategies
7. Develop detailed implementation plans for each focus area inclusive of a RACI matrix, metrics, resources, timelines and investments

# Strategic Planning Approach

## *Planning Assumptions*

**In July 2024, the BOV provided a set of assumptions to guide the strategic planning initiative:**

- We will maintain our independence as a regional state institution
- Financially, our resources will be stable, with expenses growing at 3-5% annually (inflation and salary increases), offset tuition increases (that do not exceed the maximum outlined by the Governor's Office) and state support
- Therefore, new or growing efforts will be funded from re-allocation of resources from slowing/stopped efforts
- Enrollment will be stable (i.e., take advantage of growth to rise to a new higher stable point if it occurs, but we cannot plan on it)
- Student demographic – who we serve does not change, primarily in-state student composition
- Modality- will remain primarily focused on in-person instruction
- Learning locations – primary operations (Radford) – secondary (Roanoke); online
- An Athletic Capital Campaign will be launched publicly within the next two years
- Not pursuing a route towards R1, Football or Athletic Conference change

# Strategic Planning Approach

## *University Mission*

**In June 2025, the BOV approved a modified mission statement for Radford University:**

### **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.



# Strategic Planning Approach

## *University Core Values*

### **Empowerment and Success**

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

1

### **Culture of Care**

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

2

### **Inclusiveness**

We are committed to a spirit of cooperation and collaboration, embracing and honoring the diversity of our community.

3

### **Community**

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

4

### **Intellectual Freedom**

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

5

### **Innovation**

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

6

# Strategic Planning Approach

## *University Vision*

**The strategic planning committee co-chairs, in collaboration with university leadership, have created the following amendment to the draft vision to support the modified University mission and core values:**

At Radford University, students will find their voice 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 change in their communities.

# Strategic Planning Approach

## *Planning Process*

**The planning committee used the following approach for developing the strategic plan:**



# Strategic Planning Approach

## *Summary of Strategic Plan Pillars*

### **Academic Achievement**

Radford University is committed to building stronger, more connected communities throughout our region by expanding the reach and impact of our education and research. What drives us is our commitment to hands-on learning—we believe every student deserves meaningful, real-world experiences that set them up for rewarding careers and help them make a genuine difference in the world around them. We aim to become southwest Virginia's leading destination for health education and developing the next generation of healthcare leaders. Through thoughtful educational planning, we are ensuring that our students and faculty have the digital expertise and modern tools they need to thrive and lead in tomorrow's workplace.

### **Student Success / Engagement**

Radford University is dedicated to fostering a culture of resilience and well-being by providing layered, accessible support tailored to the diverse needs of its community. The university also promotes a professional environment that empowers faculty and staff to engage in student-led research, creative inquiry, and experiential learning. Additionally, Radford advances a strong commitment to work-based learning by expanding opportunities for campus employment, co-ops, field placements, and both paid and unpaid internships for all students.

# Strategic Planning Approach

## *Summary of Strategic Plan Pillars*

### **Administrative Excellence**

Radford University is committed to empowering students, faculty, and staff to achieve their goals by creating an environment where excellence thrives through seamless administrative processes and innovative systems. The university will undergo an intentional effort to professionalize and modernize its business processes and infrastructure by using and employing new technology and systems, such as AI, to gain efficiencies, automate and streamline processes, and inspire innovation. By enhancing operational efficiency, we are reinforcing our commitment to excellence at every level of the institution.

### **External Engagement and Partnerships**

Radford University is proud to serve as a catalyst for economic prosperity, helping our communities flourish through meaningful partnerships and lasting impact. With a deep commitment to philanthropy and service, we support regional economic growth through collaborative initiatives, community revitalization projects, and exciting outdoor recreation and tourism programs. Through hands-on experiential learning, we prepare students to become skilled professionals and compassionate leaders who understand the needs of our evolving workforce and carry forward a spirit of service that strengthens our communities and drives shared prosperity.



# Strategic Planning Approach

## *Bold Commitments for Advancing our Strategic Plan Pillars*

1. Commitment to **guaranteeing experiential learning** for students and **supporting workforce needs**
  - Establish applied undergraduate research strategy
  - Develop comprehensive student employment strategy (e.g., work study, internships, coops or work-based learning)
  - Promote workforce development and life-long learning opportunities
2. Commitment to **building** and **fostering a culture of care**
  - Promote Highlander community well-being (initiatives/programs for students and employees)
  - Define the Radford experience and who we serve
  - Expand professional training and development
  - Improve communication (internally and externally)
3. Commitment to becoming the **leading hub** for **healthcare education and talent** in Southwest Virginia
  - Build new health sciences facility in Roanoke
  - Expand professional nursing pipeline
  - Establish Regional/Rural Health Institute
  - Launch of biotech degree
4. Commitment to **modernizing** our **technology and business processes**
  - Embed responsible and practical use of artificial intelligence into our academic and administrative enterprise
  - Simplify and automate manual or outdated processes
  - Invest in training and development to support technology adoption and skill-building
5. Commitment to **expanding regional economic opportunity and partnerships** through community engagement, service and philanthropy
  - Leverage regional outdoor recreation, tourism, and sustainability expertise and assets
  - Support town revitalization, small businesses and entrepreneurship initiatives
  - Cultivate a culture of service and philanthropy

# Strategic Planning Approach

## Implementation Planning and Methodology

A sub-set of the strategic planning committee was convened to create detailed implementation plans using the following approach:

Implementation Planning Factors	Definitions
Responsible (R)	Responsible designates the task as assigned directly to this person (or group of people/team). The responsible person is the one who does the work to complete the task or create the deliverable. Responsible parties are typically on the project team and are usually developers or other creators.
Accountable (A)	Accountable delegates and reviews the work involved in a project. Their job is to make sure the responsible person or team knows the expectations of the project and completes work on time. Accountable parties are typically on the project team, usually in a leadership or management role.
Consulted (C)	Consulted people provide input and feedback on the work being done in a project. They have a stake in the outcomes of a project because it could affect their current or future work. Project managers and teams should consult these stakeholders ahead of starting a task to get input on their needs, and again throughout the work and at the completion of a task to get feedback on the outcome.
Informed (I)	Informed stakeholders need to be looped into the progress of a project but not consulted or overwhelmed with the details of every task. They need to know what's going on because it could affect their work, but they're not decision makers in the process. Informed parties are usually outside of the project team and often in different departments or divisions. They might include heads or directors of affected teams and senior leadership in an organization.
Priority	Ranks tasks or initiatives based on their value and complexity to make informed decisions about resource allocation.
Complexity	Assesses the time and effort required to implement each task or initiative.
Impact	Evaluates the potential benefit or value each task or initiative will bring to the institution.
Financial	Assesses the financial and other resource investments (e.g., additional personnel, technologies, etc.) needed for each task or initiative to be implemented successfully.
Metrics	Quantifiable measures used to assess the performance, progress, or effectiveness of an organization's strategies and actions in achieving its defined goals and objectives.

# Next Steps

## Implementation Plan Development

Each implementation team will draft detailed implementation plans using the following framework:

Strategies	Responsible	Accountable	Consulted	Informed	Priority	Complexity	Impact	Financial Investment	Target Start	Target End	Metrics & Measures
Strategy 1	Shawn Ruiz	Donna Moore	Senior leadership team	BOT	High	Medium	High	>\$50K	Q1 2026	Q1 2027	Increased employee engagement score
Strategy 2	Myra Link	Julie Noor	Senior leadership team	Senior leadership team; All employees	Medium	Medium	High	\$50K – 100K	Q1 2026	Q4 2026	Increased number of strategic partnerships
Strategy 3	Ben Carter	Anna Dash	HR team	All employees	Medium	High	High	\$100K<	Q1 2026	Q4 2027	% increase in training utilization
Strategy 4	Ryan Fields	Chris Wong	Finance team	All employees	Low	Low	Low	>\$50	Q3 2025	Q4 2025	Improved processing times

# | Session 1 Agenda

1. Strategic Planning Approach
- 2. Next Steps**

# Next Steps

1

## **Actions and Metric Refinement**

Further refine strategies and actions to ensure they are specific and measurable

2

## **Prioritization and Sequencing**

Undergo a holistic effort to prioritize and sequence actions based on strategic importance, timing, impact, and resources needs.

3

## **Proposed Final Plan**

Develop the final draft of the strategic plan for final approval by the BOV

4

## **Communication Strategy**

Develop a robust communication strategy to ensure the strategic plan is broadly understood, embraced, and supported.





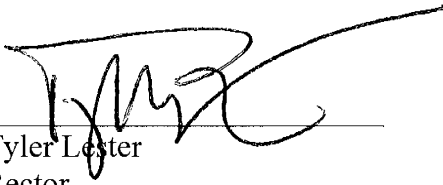
# Q&A

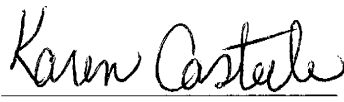
**Radford University Board of Visitors  
Resolution**

**Performance Plan Approval for 2025-2026  
President Bret Danilowicz**

**Now Therefore Be It Resolved**, that the Board of Visitors hereby approves President Bret Danilowicz's Performance Plan for 2025-2026, as discussed in closed session on July 22, 2025, and that said performance plan pursuant to Section E of the Employment Agreement with President Bret Danilowicz, dated December 7, 2021, is considered a personnel record.

Adopted: July 22, 2025

  
\_\_\_\_\_  
Tyler Lester  
Rector  
Board of Visitors

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

**Radford University Board of Visitors**  
**July 22, 2025**

**Resolution**  
**Approval of Personnel Actions**

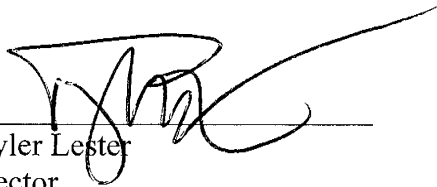
**Now Therefore Be It Resolved**, that the Board of Visitors approves and ratifies the selection by President Bret Danilowicz of the following direct reports to the President:


Julia S. (Susie) Kuliasha, Senior Executive Assistant, began June 10, 2025; and  
Ryan Bowyer, Chief of Staff, begins August 10, 2025

This action is in accordance with Article II, Section 2 of the Radford University Board of Visitors Bylaws which states:

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.

Adopted: July 22, 2025

  
\_\_\_\_\_  
Tyler Lester  
Rector  
Board of Visitors

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

## End of Board of Visitors Materials

