



Board of Visitors

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

Board Members Present

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

*Appeared remotely due to winter weather storm in Radford Virginia.

Board Members Absent

Others Present

Dr. Bret Danilowicz, President
Dr. Dianne 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
Ms. Lisa Ghidotti, Executive Director of Government Relations and Strategic Initiatives
Dr. Ryan Bowyer, Chief of Staff
Dr. David Perryman, Associate Vice President for Strategic Communications
Ms. Susie Kuliasha, Senior Executive Assistant to the President

Call to Order

Rector Tyler Lester called the meeting to order at approximately 9:40 a.m. in Kyle Hall, 340. He noted the weather emergency required some Board members to appear remotely. Those are noted with an asterisk above.

Approval of Agenda

Rector Lester requested approval of the agenda. The approval of the agenda was motioned by Mr. Dale Ardizzone, seconded by Mr. Anthony Moore, and approved unanimously.

Approval of Minutes

Rector Lester requested approval of the minutes from the September 2025 quarterly meeting. Dale Ardizzone noted an adjustment to the minutes which were adopted. The September 2025 minutes were motioned by Mr. Dale Ardizzone seconded by Mr. Anthony Moore and approved unanimously.

The Radford Experience

Rector Lester asked Vice President of Student Affairs, Dr. Susan Trageser, to introduce Ms. Kate Hudson, a junior elementary education major from Blacksburg, Virginia. She shared reflections on her incredible student journey, which included participating in Advocacy Day, serving as a Quest assistant and later as a Quest student director, joining alumni ambassadors, serving as a peer health educator, and receiving incredible support and mentorship from faculty and staff. She expressed gratitude for faculty, staff, donors and student support offices, and affirmed that Radford University has provided transformative opportunities that shaped her academic preparation, leadership development, and career pathways.

President's Report

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

Government Relations Update

Ms. Lisa Ghidotti, Executive Director of Government Relations and Strategic Initiatives, provided an overview of the November elections, and update on the gubernatorial transition and how Radford University's strengths and initiatives align with the Spanberger Administration's potential higher education priorities, and a preview of the 2026 General Assembly budget and potential higher education legislative changes.

Strategic Planning 2026-2031 Update

Strategic Planning Committee co-chairs Dr. Sharon Roger Hepburn and Dr. Angela Joyner presented an update on the development of the new six-year strategic plan, *Shaping Tomorrow – Together*, which is scheduled to launch in January 2026. Drs. Joyner and Hepburn reviewed the current status of the mission statement, reviewed updated language throughout the plan, discussed strategy refinement, considered the operational strategies and actions from each of the five divisions, announced AchieveIt as the tracking solution, and finally reviewed the launch strategy.

A resolution was presented to the Board to officially approve *Shaping Tomorrow – Together*. This was motioned by Mr. James Turk seconded by Mr. Dale Ardizzone and approved unanimously.

Board Software Presentation

Dr. Ryan Bowyer, Chief of Staff, presented Board Effect as an option for Board Management software. Following the presentation and questions, Rector Lester offered support for Dr. Bowyer to implement the software.

2025 COACHE Survey Report

Dr. Matt Close, Faculty Senate President, presented an overview of the 2025 COACHE Survey. The COACHE survey is administered every three years. A copy of his slides are attached as Attachment B and are made a part hereof.

Report from the Academic Excellence and Student Success Committee

Dr. Betty Jo Foster reported that the committee met on December 4, 2025.

Dr. Foster reported that discussion centered on the Academic Points of Pride and the successes of the two-year strategic plan specifically related to improving academic programming and stabilizing both resources and enrollment. Expansion of a health care mission, including a new mobile health clinic and the center for rural health was discussed in depth.

Of particular note, the College of Education and Human Development's Doctor of Education program won the Carnegie program of the year award.

Four resolutions were presented: A) resolution to discontinue B.S. in biomedical sciences; B) resolution to create B.S. in geospatial and earth sciences; C) resolution to discontinue B.A./B.S. in geology; and D) resolution to discontinue B.A./B.S. in geospatial sciences. Resolution A was motioned by Mr. James Turk, seconded by Mr. William Davis, and approved unanimously; Resolutions B, C, and D were taken as a slate; they were motioned by Ms. Jeanne Armentrout, seconded by Ms. Joann Craig, and approved unanimously.

Report from the Business Affairs and Audit Committee

Ms. Jeanne Armentrout reported that the Business Affairs and Audit Committee met on December 4.

Ms. Armentrout reported that Ms. Margaret McManus, University Auditor, gave an overview of 4 audit reports: a quarterly review of the university discretionary fund, FY25 change in petty cash funds, a payroll review, and the status of all the quarterly follow up audits that are currently being monitored.

Ms. Armentrout reported that Dr. Rob Hoover, Vice President for Finance and Administration, gave an overview of the financial picture of the University, discussed how the budget will be built for FY 2027, discussed FY 2027 academic priorities, and gave an update of the Roanoke Health Sciences Center.

Ms. Armentrout reported that Mr. Barry Schmitt, Principle and Financial Advisor of CapTrust, gave an overview of one of the retirement plans that are in place.

Ms. Armentrout reported that the discrimination and harassment policy had been updated, largely in response to Governor Youngkin's Executive Order 48 and other regulatory requirements. As this is a Board-level policy, the committee brought forth the policy updates via a resolution. This was motioned by Ms. Jeanne Armentrout, seconded by Jonathan Sweet, and approved unanimously.

Report from the Enrollment Management and Brand Equity

Ms. Jennifer Wishon Gilbert reported that the committee met on December 4, 2025.

University Communications Plan Update: Dr. David Perryman shared the finalized strategic communications plan. Major goals include strategic focus, awareness and engagement, reputation, and brand equity.

Enrollment Update: The committee reported that enrollment goals have been exceeded, including enrollment stabilization, a record number of visitors coming to campus, high academic standards continuing to be met, and improved transfer pathways to Radford University.

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

Report from the External Engagement Committee Report

Ms. Betsy Beamer, Chair, reported that the committee met on December 4. She presented highlights of external engagement and partnerships, in particular noting the impactful work of the Joint Commission. Ms. Beamer then gave updates on Advancement and Alumni Relations. Hunter Gresham, Senior Director of Advancement Communications and Donor Relations, updated the Board on strategies related to donor retention, recruitment, and communication. Specifically, she updated the Board on the final Donor Societies that were revealed at the incredibly successful Day of Gratitude. Other specific details regarding both of these updates may be found in the committee minutes.

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

Report from the Student Affairs and Athletics Committee

Mr. David Smith, Chair, reported that the committee met on December 4. He presented highlights from the meeting, which included a robust presentation from the Student Government President, Mr. Owen Starr. Membership goals have been exceeded by the SGA. He reported that then Susan Trageser, Vice President for Student Affairs, and Mr. Cory Durand, Deputy Director of Athletics, gave updates from their respective areas. Other specific information regarding these updates may be found in those committee minutes.

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

Foundation Report

Mr. George Mendiola, Jr., Board Liaison to the Radford University Foundation, provided an update. He reported that for the quarter ending September 30th 2025, the Foundation saw a 3% growth in combination of investments and contributions. He reported growth in the Foundation's assets.

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

Executive Committee Report

Rector Lester facilitated a robust discussion regarding the Board of Visitors by-laws. Each Board member who submitted feedback had an opportunity to give an overview of their proposed amendments. Board members had an opportunity to ask questions and engage in thoughtful dialogue about those proposed amendments. Rector Lester concluded this conversation by stating he would work with President Danilowicz and Legal Counsel Susan Richardson to finalize any language and amendments to the by-laws and that an official vote to any changes would occur at the March 2026 meeting.

Rector Lester put forth two resolutions. The first related to Governor Youngkin's Executive Order 48. It was motioned by Jeanne Armentrout, seconded by Jonathan Sweet, and approved unanimously. The second was related to the official 2027 Board of Visitors Meeting Dates. This was motioned by Dr. Betty Jo Foster, seconded by Vice Rector Jennifer Wishon Gilbert, and approved unanimously.

Student Representative Report

Ms. Dominika Butler ("Dom"), Student Representative to the Board, provided an update on her initiatives focused on improving student communication, promoting campus resources, and strengthening engagement with the RUC campus.

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

Closed Session

Dale Ardizzone motioned and seconded that the Board convene a closed session pursuant to §2.2-3711(A) items (1) and (8) of the Virginia Freedom of Information Act for discussion of personnel matters related to the President's performance plan and personnel matters involving a public officer and consultation with legal counsel. The motion carried, and the Board entered closed session.

Reconvened Session and Resolution of Certification

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

Adjournment

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

Respectfully submitted,

Ryan Bowyer, Ed.D.

Chief of Staff

APPENDIX A

December 2025 President's BOV Remarks

Thank you, Rector Lester. And good morning to all our board members. It's been great to have you on campus this week, and I sincerely appreciate your dedication to guiding our university during this important time in our history.

I always look forward to our December meeting with the Board of Visitors because it allows us to look back on the calendar year and celebrate all that we have accomplished ... and to give thanks to all those who have helped us along the way.

This is particularly true of our strategic planning efforts, as we deliver a final report on our two-year strategic plan ... and embark on the next chapter in our university's history with the new six-year plan. (I'll share more thoughts on these milestones in just a moment.)

Celebrating Recent Successes

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

Enrollment

As I noted in September, Radford has now posted two consecutive years of enrollment growth, including a 28% jump in new freshmen, a 39% increase in transfer students, and the highest number of new graduate students in our history.

Over 92% of our students are Virginians — and 94% of our graduates are employed within six months. That is a return on investment the Commonwealth can be proud of.

This year's total enrollment puts us more than 300 students ahead of where we were in Fall 2023 — an increase of about 4%. With larger freshman and sophomore classes now in the pipeline, we are well-positioned for enrollment stability over the next few years.

This good news about our enrollment is resonating with the many stakeholders I've met with this fall — from elected officials to partners in our Tartan Transfer and New River Valley Governor's School initiatives.

Tartan Transfer Summit

As Provost Usher mentioned in her remarks yesterday, Radford University and our eight community college partners attended the first annual Tartan Transfer Summit at the Highlander Hotel in October. The event had three highlights.

- First, we celebrated the one-year anniversary of the Tartan Transfer MOU signing last fall.

- Second, we reaffirmed our shared commitment to the region — with the goal to help community college students experience smooth and successful transitions as they transfer to Radford to complete their undergraduate degrees.
- And third, we divided into groups to discuss what we've learned over the past 12 months and generate even better ways of facilitating the transfer process. These group sessions were held by the colleges' advisors, by student success and admissions officials, and by the presidents and chief academic and enrollment officers. All participants were focused on strengthening the bridges we have built so that students across the commonwealth will continue to cross these transfer bridges with confidence.

Participants came away from the summit with a renewed sense of commitment, a stronger sense of partnership and greater confidence in our ability to improve the program.

Council on Undergraduate Research

Our Office of Undergraduate Research continues to do amazing work with our students that epitomizes one of our five brand pillars: Active Learning and Active Doing. This year, Radford University had four teams selected for the Council on Undergraduate Research's Scholars Transforming Through Research program. Our teams were among just 38 teams chosen nationwide. This gave us the largest single-institution representation this year and extended our distinction as the ***only*** institution in the nation to participate in the program every year since its launch.

This best-in-the-nation recognition speaks volumes about the talent and curiosity of our students, as well as the dedication of our faculty who mentor them through research projects. The student-faculty collaboration is also focused on serving others, as the STR program is designed to shape conversations with decision-makers in communities and ultimately help solve real-world problems and issues.

Commitment to Local Communities in SWVA

At our September meeting, I talked about Radford University's enduring commitment to economic development, business climate and quality of life throughout Southwest Virginia. Since that time, I'm happy to say, we've continued to strengthen this commitment through a whole host of innovative programs and new partnerships. And my overarching message to our partners and communities is a simple one: **Education is economic development.**

That's the message I shared with the New River Valley Regional Commission when I spoke at their meeting in October. And there are myriad ways this message is coming to life in our activities throughout the region.

You see it in the new Certification Center and CoWorks@TheHUB, which open doors of opportunity to students, business professionals and local organizations, while bringing them together under one roof at The HUB for "productive collisions."

We can see it starting to take shape in the Collaborative Health Education and Outreach efforts Provost Usher described yesterday, where students from a broad range of health and human services work side-by-side in a unique interprofessional model. In that setting, they learn to collaborate, communicate and provide unified care to those who need it most in our rural and underserved communities.

And we will see it when we open the doors for the New River Valley Governor's School for the Arts and Humanities next fall. In this unique partnership, Radford University will host the new school with public school districts in Floyd, Montgomery, Giles and Pulaski counties, as well as Radford City and the New River Valley Community College. Advanced high school students across Southwest Virginia will enjoy rigorous learning that integrates university coursework with hands-on learning experiences. These will take the form of mentorship opportunities and real-world career applications with local arts and humanities businesses and non-profit organizations. Those same students will earn up to 30 university credits in the arts and humanities while still in high school — potentially allowing them to enter Radford or other Virginia colleges and universities with sophomore standing.

I know that CVPA Dean Rachel Williams has been meeting with our partners to hammer out the many fine details required to launch the new school. She has also been attending open houses at the participating schools to meet students and their parents and guardians to answer their questions. The partnership is in the process of selecting an executive director who will manage the daily activities of the new school.

So, you can see that the sky is the limit when it comes to boosting economic development in Southwest Virginia through innovative education.

Competitive Sports

As we think about ways to enhance the Radford experience, Competitive Sports — which make up all our club sports and intramurals — will play an increasingly important role. This includes everything from competitive cheer, rugby and ultimate frisbee, to pickleball and women's flag football ... our two newest club sports added this year.

On a personal note, this fall I attended the Southern Rugby Conference championship semifinal game between Radford and College of Charleston. It was the first playoff contest Radford had hosted in more than 10 years. The Highlander team was led onto the field by Piper Geoff Pollock — who also chairs our department of philosophy and religion. They were greeted with the cheers of players' parents, siblings and grandparents; rugby team alumni; Radford students and employees; and local community members. It was a great example of the many benefits club sports bring to our university. Oh, and we won the match!

Because these sports give students a strong sense of community and boost overall engagement in the university, they will be featured more prominently in our recruiting

efforts, which Dr. Gomez Beane discussed yesterday. In the long run, as more students participate in these activities, they will provide another tie to enrollment stability and will improve our retention and graduate rates.

Introduced New Spirit Song

This fall, as part of a larger initiative to boost school spirit, the university launched a spirit song competition open to all students, employees and alumni. A committee with broad representation across the university reviewed submissions and selected the winning song, “Rise, Highlanders, Rise.”

Congratulations to Miodrag Lovric for his winning composition!

It will serve as a rallying cry that unifies students, employees and alumni in one powerful voice that embodies who we are and who we aspire to be. In the years to come, I’m hopeful that the spirit song will be heard in spaces where Highlanders perform, compete, work and play.

Athletics

We’ve had a number of exciting achievements and honors in the realm of Athletics since we last met. You will hear more about this through the committee reports, so I’ll only provide a few highlights here.

Earlier this month, the NCAA recognized former women’s basketball player and head coach **Charlene Curtis** posthumously with the Gerald R. Ford Award. The award honors an individual who has provided significant leadership as an advocate for intercollegiate athletics throughout the individual’s career.

The NCAA also recognized former student-athlete and Radford’s current baseball head coach, **Alex Gerra**, with the Award of Valor. The award is presented to an individual who — when confronted with a situation involving personal danger — averted or minimized potential disaster by courageous action or noteworthy bravery.

Radford University will be receiving two of the 14 awards given out nationally by the NCAA. These awards will be formally presented at the NCAA National Convention in Washington, D.C. on January 14. I will attend and help celebrate with our honorees and their friends. We owe a big thank you to Holly Cline, our Faculty Athletics Representative, for coordinating the nominations for our awardees.

And, of course, we’ve enjoyed great Athletics events the last two evenings — with the men’s basketball game against the University of Southern Mississippi on Wednesday night and the women’s basketball game against Navy last night. Thank you for helping to cheer on our Highlanders!

Legislative Work this Fall

On the legislative front, I continued to meet with members of the General Assembly throughout the fall to update them on the university's enrollment and upcoming 2026 General Assembly priorities. In addition, we were pleased to host Delegate Jason Ballard in late September. Delegate Ballard presented the Student Government Association with a copy of the commending resolution he introduced during the 2025 General Assembly in honor of the 25th Anniversary of Radford's Advocacy Day.

We also hosted Delegate David Reid on campus in November to keynote the university's Veterans Day Ceremony. During his visit, Delegate Reid also spoke with a political science class and toured the Co-Gen facility and McConnell Library to learn more about the proposed renovation.

Senate Finance and Appropriations Committee

We were honored to host the Senate of Virginia on campus last month for the Senate Finance and Appropriations Committee's Annual Meeting, which took place in Kyle Hall. Attendees included the Senate of Virginia, Governor-elect Spanberger, Lt. Governor-elect Hashmi, Delegate Watts, officials from the Youngkin Administration, legislative and budget staff, and lobbyists.

As part of the two-day annual meeting, Radford University hosted a presidential reception for the Senate and their guests in the Artis Center; and a meet-and-greet for the Senate and Governor-elect Spanberger. I had an opportunity to greet the Governor-elect and welcome her to campus, and I look forward to working with her and her administration. Highlanders across campus engaged in the meeting — from the students who serve as Tartan Blazers greeting guests throughout the day — to students and faculty who watched the meeting in our overflow room and visited the Virginia 250 Mobile Museum Experience parked outside. Our campus community had a meaningful glimpse into public service, civic leadership and state government.

Planning for the meeting started last June, and it was truly a campus-wide effort across divisions. I want to extend heartfelt thanks to Lisa Ghidotti who led the planning efforts, alongside our Radford teams across Finance and Administration, including Facilities, Catering, University Services, Information Technology and RUPD. I'm also grateful to Academic Affairs — especially Dean McCloskey and Dean Williams — for graciously hosting the meeting in Kyle Hall and the reception in the Artis Center, as well as the Registrar's Office for relocating classes to other facilities on campus due to heightened security measures.

Advancement and Alumni Relations and Enrollment Management and Strategic Communications also made valuable contributions, creating new branding elements and numerous signs for guests, transporting committee members and their staff around campus in golf carts, planning the reception, and coordinating student ambassadors to work the meeting and

entertain at the reception. Our students helped welcome and engage all SFAC visitors to campus, with a special thanks to Dominika Butler, Corohn Gregg and our Tartan Blazers.

2026 General Assembly

Lisa Ghidotti will provide an overview of the November elections and the upcoming General Assembly session in her Government Relations report this morning. But I'd like to point out that we've provided talking points in your meeting materials about the university's state priorities heading into January.

Advocacy Day

Radford Advocacy Day plans are underway, and it will be held February 3rd and 4th, with a legislative reception on the evening of the 3rd. We hope that you are able to join us for all or part of the two-day event. Ryan Bowyer will be following up with you about your participation.

Thoughts about Two-Year Strategic Plan

So, let's turn now to the two-year strategic plan that we're wrapping up this year. As you may recall, the plan was designed as a focused bridge between long-term vision and immediate action. We launched it in 2023 with the board's approval, and it focused on four priorities:

1. Defining Radford's distinctive nature,
2. Driving regional economic development,
3. Stabilizing enrollment, and
4. Streamlining resources to increase efficiency and effectiveness.

This shorter two-year horizon allowed Radford to respond quickly to changing conditions in higher education while staying true to our mission and values as an accessible, innovative, student-centered institution.

I'm proud of the results we've achieved in the past two years. You received a detailed two-year plan report in your board materials, along with a postcard that has a QR code linking to the two-year plan website. But I would like to provide several highlights of that effort from my perspective.

We successfully elevated the distinction of our university through a range of tactics in the areas of branding, academic programming, student services and alumni success.

Through brand perception surveys and website redesign, we increased general brand awareness and boosted strength of awareness, reputation and pride among key external and internal audiences. Most notably, we boosted prospects' rating our reputation as Good or Excellent by 16% and increased website engagement for active users.

“Active Learning and Active Doing” is a hallmark of the Radford experience and one of our brand pillars. In the past two years, we expanded our experiential learning offerings and aligned them with learning outcomes as defined by the National Association of Colleges and Employers. Last year, 82% of our graduating students completed some kind of work-based learning capstone, including internships, teaching practicums, clinical rotations and undergraduate research.

I’m pleased to say that these and other efforts focused on graduating “job-ready students” are working — as 94% of our graduates last year were employed within 6 months of graduation.

We also highlighted alumni success as a distinctive feature of our university, converting success stories on the website, social media, e-newsletters and online magazines into measurable engagement — with a 25% increase in our alumni social followers and more than 100,000 alumni enjoying our new e-newsletter.

To become a stronger conduit for regional economic development, we implemented a new business model for The HUB and expanded our CoWorks and Certification Center offerings — as I mentioned earlier.

We also led or partnered on more than \$5 million in new grant awards for economic development initiatives. And with the help of a VTOP Capacity-Building Grant, we have been able to grow paid internships for students to nearly 800 per year.

Several successful tactics have helped us stabilize enrollment. These include:

- Dramatically increasing the campus visits for prospective students and their families,
- Launching a direct admission model that now accounts for roughly two-thirds of enrolled new freshmen, and
- Implementing the Radford Tuition Promise, which increased First Time In College yield by 9% while using less aid than budgeted.

We’ve also taken important strides in retention and progression by:

- Strengthening transfer pathways with over 80 Virginia Community College System guides and a new self-service tool,
- Improving student success in 100- and 200-level courses, and
- Enhancing the professional development of our staff to improve the quality of the services we deliver to students while boosting their satisfaction with those services.

By tightening budgeting practices and pushing accountability to local units, the university generated positive net revenue and achieved a \$10 million Educational and General Fund carryforward. We also increased efficiency through the use of new technologies, which allowed us to dramatically reduce email and phone traffic, while cutting manual work by almost half.

By expanding volunteer roles and refining their engagement, we grew our alumni volunteer base, advanced planned giving and grew overall giving. These results reflect deeper, more strategic relationships with donors who are investing in our long-term future. Through the successful TOGETHER campaign, which raised more than \$106 million, we broadened our base with many first-time and small-gift donors, strengthened planned giving and laid groundwork for future initiatives.

And finally, by modernizing hiring and onboarding, introducing career ladders and expanding training and leadership development, we reduced voluntary turnover in Classified Staff, grew participation in professional development and earned strong satisfaction ratings. These results will allow us to build a more skilled, better-supported and future-ready workforce across the university.

I would like to thank our vice presidents and Provost Usher, along with their many employees, for achieving these fantastic results. We are a stronger university because of the work we've done over the past two years, and we are well-positioned for the bold course we've charted for our future.

Thoughts about New Six-Year Strategic Plan

Which leads us to the next exciting chapter in our university's story: our new six-year strategic plan, Shaping Tomorrow - Together.

I'm extremely pleased with the strides we've taken in developing the university's new strategic plan, which will launch next month, and which Dr. Angela Joyner and Dr. Sharon Roger Hepburn will tell us more about in just a moment.

It has been an inclusive and collaborative effort, led by the co-chairs for the strategic planning committee, Drs. Joyner and Roger Hepburn, and made possible by the contributions of the planning committee members, subcommittee members and implementation plan participants.

I am deeply grateful to all of you for the time, energy and insights you have invested in this effort.

So, as you can see, Radford University is at an inflection point in our history. We have come a very long way in the past two years and are positioned for even greater things.

The roadmap we have plotted for the next six years will allow us to fulfill our mission of Empowering Brighter Futures and Building Stronger Communities — united by a culture of care that provides services, resources and opportunities to support our well-being.

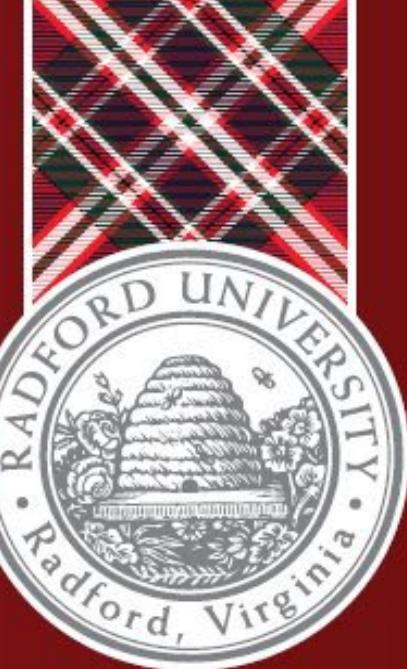
Thank you and Go Highlanders!

■ President's Report

Bret Danilowicz, Ph.D.

Two-Year Strategic Plan

2024-2025 | *Final Report*



Priority 1: Distinction

16% increase

in prospects' rating of Radford's reputation as Excellent or Good (74% to 90%)

82% of graduating students

completed at least one high-impact experiential learning activity

94% of our graduating students

employed within 6 months of graduation.

25.1% increase

total alumni social media followers for FY 25

103,000 recipients

of The Wayfinder e-newsletter



 Radford University Alumni Association is at Radford University. · Follow
October 29 at 10:29 AM · Radford, VA · [View on Facebook](#)
Remember what it felt like to say "yes" to Radford? Now it's your turn to help future Highlanders feel that same excitement!... See more



7 comments 20 shares
 74 Like
 Comment
 Share

Priority 2: Economic Development

CoWorks @THE HUB

MEDIA TOUR & OPEN HOUSE

 TUESDAY, MAY 27TH

 9:00AM - 10:00 AM

 1000 East Main Street, Radford

 540-831-5995

 coworkshub@radford.edu



Certification Center @ The HUB



Total: \$5.1M

Received from first-ever GoVA grant (\$200K) and RBIA GoVA VITAL grant (\$4.9M)

790+ Paid Student Internships
with the help of \$150K VTOP Capacity-Building Grant

Priority 3: Stabilize Enrollment

205% average increase
in the number of visitors hosted by Admissions in 2023-24 and 2024-25

Nearly 65% of new enrolled freshman
in fall 2025 were admitted through direction admission

Increased yield of FTIC by 9%
using same aid dollars and additional commitment to RTP

21 process maps
were created from the student end-user perspective

80.2% pass rate
100-level courses in fall 2024-spring 2025

95% students
are satisfied with the quality of services provided by their department



Direct admission recognizes and rewards talented applicants who meet specific academic criteria, ensuring they have a clear and direct route to admission at Radford University.

Freshman applicants seeking direct admission must have:

- A high school transcript showing a minimum cumulative weighted GPA of 3.3.
- A passing grade in Algebra II.

Transfer students seeking direct admission must have:

- A minimum of 24 earned college credit hours and a calculated cumulative college GPA of at least 2.5.



Putting students first means making college accessible.

If you're a Virginia resident and your family makes \$100,000 or less, you may be eligible to have your tuition covered at Radford University.

- Complete our free admissions application by the regular decision deadline. That's Feb. 1 for freshman applicants and March 1 for transfer applicants.
- Submit your Free Application for Federal Student Aid, or FAFSA, by March 1 and be sure to list Radford University.





Priority 4: Reposition Resources to Maintain Affordability

\$10M
in E&G carryforward

80% reduction
in emails and phone traffic through
the new maintenance system

170% increase
in performance management training

10.4% increase
in alumni volunteers

Raised \$106,693,338
during TOGETHER - The Campaign for
Radford University

40.5% of giving in FY25
was from documented planned gifts





Radford
UNIVERSITY

Shaping Tomorrow – Together:

RADFORD UNIVERSITY STRATEGIC PLAN

2026-2031





Radford
UNIVERSITY

2025 COACHE Survey Report

Dr. Matthew Close, Faculty Senate President and
Faculty Senate Campus Environment Committee

OUTLINE



Radford
UNIVERSITY

1. COACHE OVERVIEW
2. Comparison Institutions and Response Rates
3. Benchmarks Analysis
4. Some Thematic Breakouts
5. Global Views

COACHE OVERVIEW



Radford
UNIVERSITY

- Collaborative on Academic Careers in Higher Education
- Allows for Benchmarking and Comparisons with self-selected peer institutions
- "offers academic affairs administrators unique insights into the faculty experience"
- "captures faculty sentiment with regard to teaching, service and research, tenure and promotion, departmental engagement and collegiality, and other aspects of the academic workplace"



The Collaborative on Academic Careers in Higher Education
at the *Harvard Graduate School of Education*

Comparison Institutions and Response Rates



Radford
UNIVERSITY

Appalachian
STATE UNIVERSITY

C THE UNIVERSITY OF TENNESSEE
CHATTANOOGA

GRAND VALLEY
STATE UNIVERSITY.

JMU
JAMES MADISON
UNIVERSITY.

UT
THE UNIVERSITY OF
TENNESSEE
MARTIN

School Selection Criteria

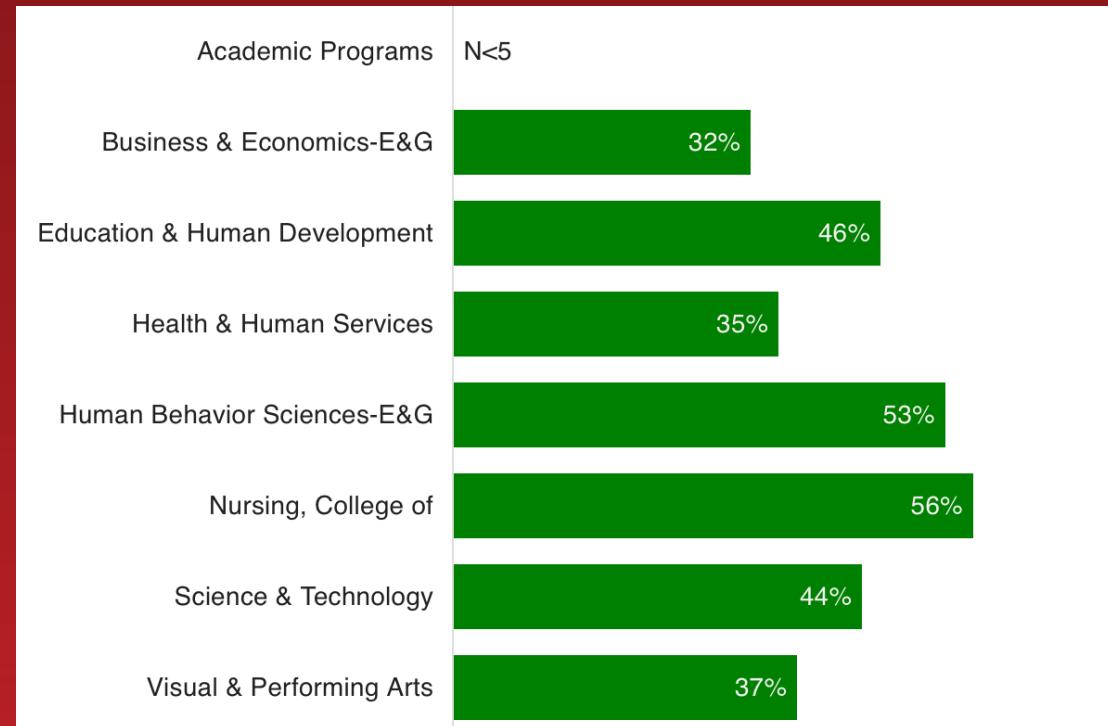
- Cohort Institution (85 total)
- Participating in survey during same year
- Public, four-year universities
- Focus on undergraduate education
- Cost-effective education
- Similar in mission, scope, students
- Specificity to region
- Close competitors

Comparison Institutions and Response Rates



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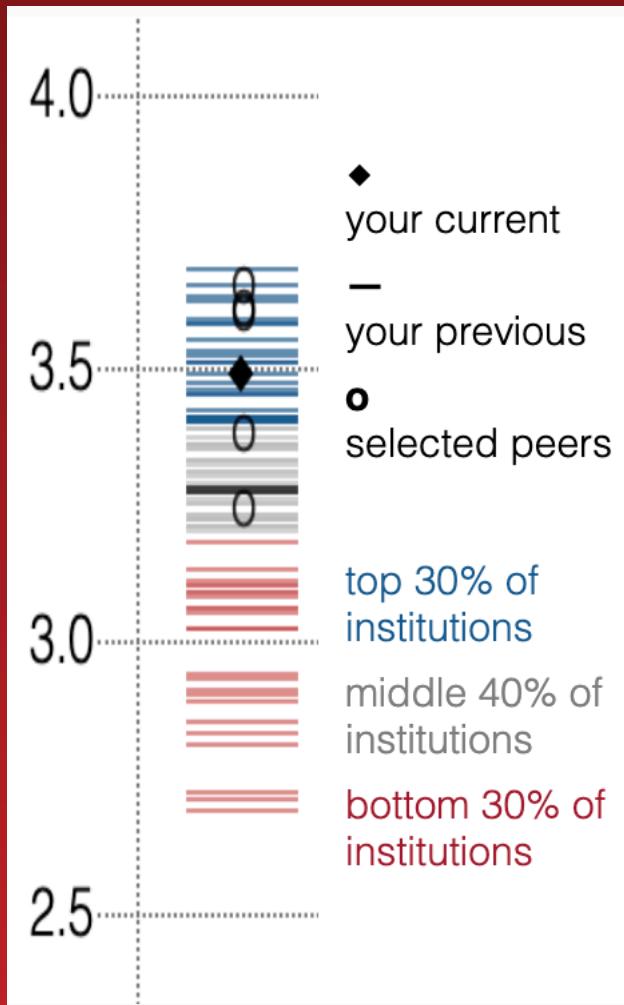
Response Rates		
	Radford University	Peer (Cohort)
Overall	44%	47% (40%)
Tenured	37%	50% (43%)
Pre-tenured	42%	48% (41%)
Non-Tenure Track	93%	38% (36%)
Full Professor	49%	51% (44%)
Associate Professor	42%	48% (42%)



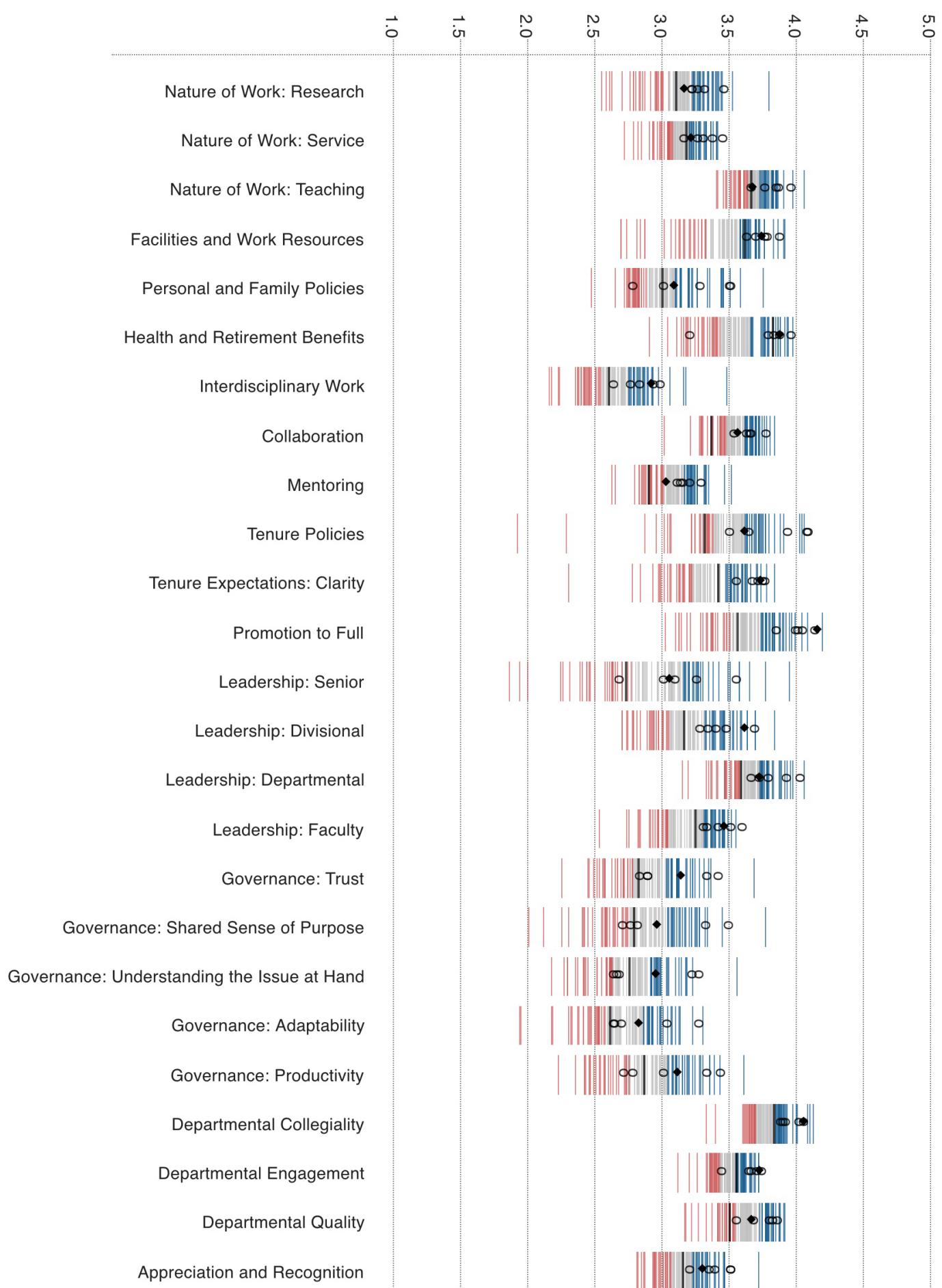
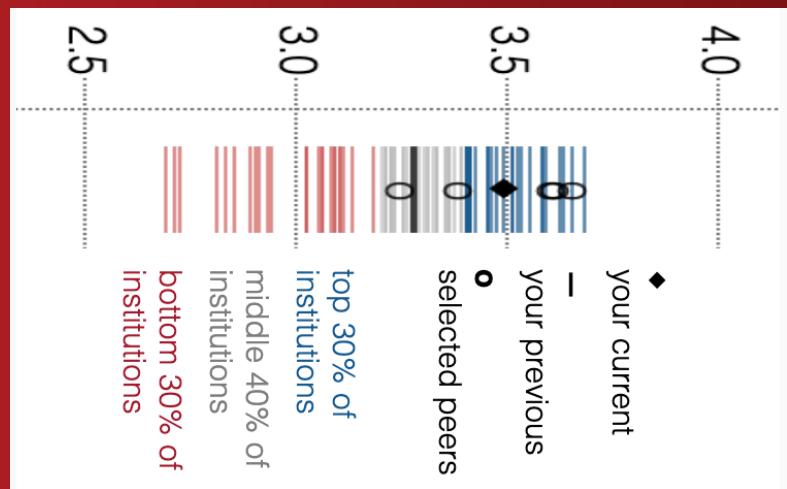
Benchmark Analysis



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- Most of the questions are five-point Likert scale items
- Benchmarks are the unweighted arithmetic means of several items that fall within the same theme
- **Area of strength** = score is in the top two among your selected comparison institutions and in the top 30 percent across all institutions
- **Area of concern** = falls in the bottom two among the selected comparison institutions and in the bottom 30 percent compared to the entire survey cohort



Thematic Breakouts



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- Your results compared to PEERS ▶
- Your results compared to COHORT ▶

Areas of strength in **BLUE**
Areas of concern in **RED**

	mean	overall	tenured	pre-ten	ntt	full	assoc
Interdisciplinary Work	2.94						

Nature of Work: Research



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	mean	overall	tenured	pre-ten	ntt	full	assoc
Nature of Work: Research	3.18						
Time spent on research	3.04						
Expectations for finding external funding	3.34						
Influence over focus of research	4.04						
Quality of grad students to support research	2.75						
Support for research	3.04						
Support for engaging undergrads in research	3.41						
Support for obtaining grants (pre-award)	3.15						
Support for maintaining grants (post-award)	3.19						
Support for securing grad student assistance	3.15						
Support for travel to present/conduct research	3.13						
Availability of course release for research	2.34						

Nature of Work: Service



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Nature of Work: Service	3.23						
Time spent on service	3.3						
Support for faculty in leadership roles	2.8						
Number of committees	3.43						
Attractiveness of committees	3.4						
Discretion to choose committees	3.53						
Equitability of committee assignments	3.13						
Number of student advisees	3.64						
Equitability of service work compensation	2.65						
Relevance of committees	3.67						
Support for being a good advisor	2.66						
Equity of the distribution of advising responsibilities	3.31						

Nature of Work: Teaching



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Nature of Work: Teaching	3.69						
Time spent on teaching	3.89						
Number of courses taught	3.45						
Level of courses taught	4.01						
Discretion over course content	4.2						
Number of students in classes taught	3.88						
Quality of students taught	3.31						
Equitability of distribution of teaching load	3.19						
Quality of grad students to support teaching	3.33						
Teaching schedule	3.89						
Support for teaching diverse learning styles	3.58						
Support for assessing student learning	3.74						
Support for developing online/hybrid courses	3.49						
Support for teaching online/hybrid courses	3.49						

Nature of Work: Balance



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Ability to balance teaching/research/service

2.95



Resources and Support



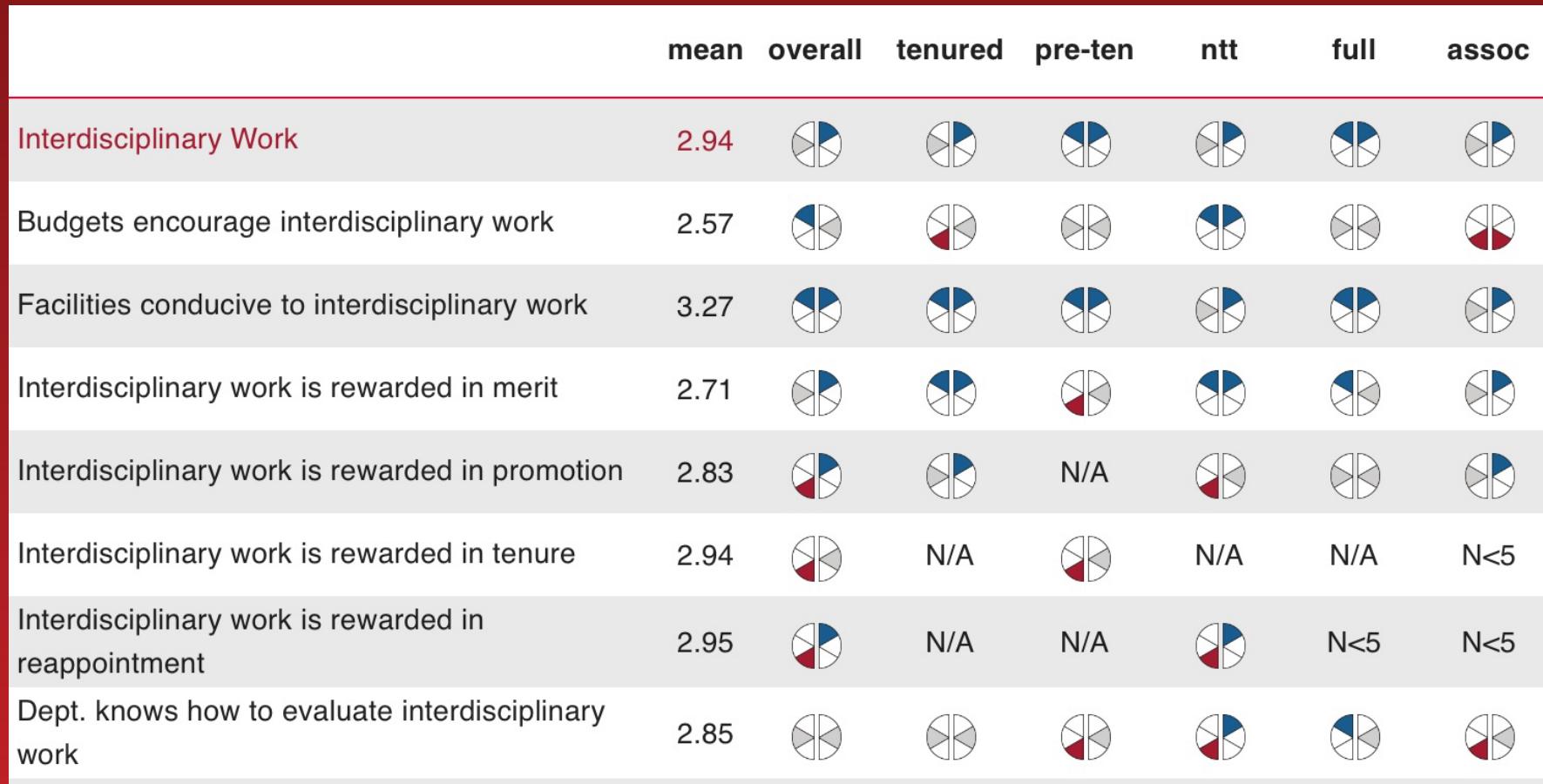
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	mean	overall	tenured	pre-ten	ntt	full	assoc
Facilities and Work Resources	3.75	●	●	●	●	●	●
Support for improving teaching	3.49	●	●	●	●	●	●
Office	4.15	●	●	●	●	●	●
Laboratory, research, studio space	3.72	●	●	●	●	●	●
Equipment	3.68	●	●	●	●	●	●
Classrooms	3.74	●	●	●	●	●	●
Library resources	4.02	●	●	●	●	●	●
Computing and technical support	3.81	●	●	●	●	●	●
Clerical/administrative support	3.45	●	●	●	●	●	●

Cross-Silo Work and Mentorship



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Cross-Silo Work and Mentorship



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Collaboration	3.58	●	●	●	●	●	●
Opportunities for collaboration within dept.	3.9	●	●	●	●	●	●
Opportunities for collaboration outside inst.	3.38	●	●	●	●	●	●
Opportunities for collaboration outside dept.	3.39	●	●	●	●	●	●
<hr/>							
Mentoring	3.05	●	●	●	●	●	●
Effectiveness of mentoring within dept.	3.93	●	●	●	●	●	●
Effectiveness of mentoring outside dept.	3.66	●	●	●	●	●	●
Mentoring of pre-ten faculty in dept.	3.04	●	●	●	N/A	●	●
Mentoring of tenured assocs in dept.	2.52	●	●	N/A	N/A	●	●
Support for faculty to be good mentors	2.34	●	●	●	●	●	●
Mentoring of non-tenure track faculty in dept.	3.18	●	N/A	N/A	●	N<5	N<5

Leadership



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	mean	overall	tenured	pre-ten	ntt	full	assoc
Leadership: Senior	3.07	◐	◐	◐	◐	◐	◐
Pres/Chancellor: Pace of decision making	3.45	◑	◑	◑	◑	◑	◑
Pres/Chancellor: Stated priorities	3.55	◑	◑	◑	◑	◑	◑
Pres/Chancellor: Communication of priorities	3.38	◑	◑	◑	◑	◑	◑
CAO: Pace of decision making	2.67	◑	◑	◑	◑	◑	◑
CAO: Stated priorities	2.78	◑	◑	◑	◑	◑	◑
CAO: Communication of priorities	2.63	◑	◑	◑	◑	◑	◑
Leadership: Divisional	3.62	◑	◑	◑	◑	◑	◑
Dean: Pace of decision making	3.64	◑	◑	◑	◑	◑	◑
Dean: Stated priorities	3.65	◑	◑	◑	◑	◑	◑
Dean: Communication of priorities	3.61	◑	◑	◑	◑	◑	◑
Dean: Ensuring faculty input	3.61	◑	◑	◑	◑	◑	◑

Leadership: Departmental	3.74	◐	◐	◐	◐	◐	◐
Head/Chair: Pace of decision making	3.62	◐	◐	◐	◐	◐	◐
Head/Chair: Stated priorities	3.72	◐	◐	◐	◐	◐	◐
Head/Chair: Communication of priorities	3.65	◐	◐	◐	◐	◐	◐
Head/Chair: Ensuring faculty input	3.79	◐	◐	◐	◐	◐	◐
Head/Chair: Fairness in evaluating work	3.9	◐	◐	◐	◐	◐	◐
Leadership: Faculty	3.48	◐	◐	◐	◐	◐	◐
Faculty leaders: Pace of decision making	3.29	◐	◐	◐	◐	◐	◐
Faculty leaders: Stated priorities	3.53	◐	◐	◐	◐	◐	◐
Faculty leaders: Communication of priorities	3.55	◐	◐	◐	◐	◐	◐
Faculty leaders: Ensuring faculty input	3.51	◐	◐	◐	◐	◐	◐