

Board of Visitors Orientation

September 2026





Academic Excellence and Student Success Committee

New Member Orientation



Board of Visitors

September 2026

Division of Academic Affairs

Artis College of Science and Technology

College of Education and Human Development

College of Humanities and Behavioral Sciences

College of Nursing

College of Visual and Performing Arts

Davis College of Business and Economics

Waldron College of Health and Human Services



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

Greatest Strengths

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



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Challenges

- Sustainability of enrollment
 - Recruitment (first year, transfer, and graduate)
 - Retention
 - Completion/Graduation
- Curriculum Lifecycle and Academic Portfolio Evolution
- Faculty workload in teaching, scholarship, mentoring, and community service
- Complexity of processes



Division of Academic Affairs Priorities

Contribute to the economic and cultural well-being of the region and the Commonwealth

Support undergraduate and graduate students across their educational journeys so that they meet their goals and contribute to being leaders of thriving communities

Offer a portfolio of high-quality academic programs in multiple modalities aligned with our mission and that are regularly updated through a Curriculum Lifecycle process

Engage all students in experiential education that prepares them to be successful in their first jobs and throughout their careers

Offer undergraduate degree pathways from high school and community college to Radford University, including the Tartan Transfer with VCCS partners

Offer accelerated and guaranteed admission graduate advanced degree pathways for Radford students and alumni

Support the development of Radford University in Roanoke as the premier destination for health education in Virginia through academic programs, new facility, and Center for Rural Health

Create an engaged, inclusive, and supportive community for faculty as teacher-scholars

Board Responsibilities for Academic Excellence And Student Success Committee

Approve establishing or closing academic degree programs

Approve establishing, merging, and closing schools and colleges

Approve Teaching and Research Faculty Handbook updates

Approve Faculty Tenure (notification of promotions)



Advocacy, Support, and Consultation

Notification of Academic program name changes

Notification of Academic Affairs updates and activities



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Business Affairs and Audit Committee

Board Orientation

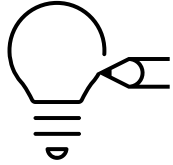
Rob Hoover

Finance & Administration

September 2026

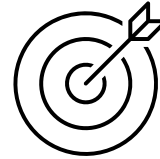


Divisional Overview



Our Vision

The Division of Finance and Administration at Radford University is committed to providing superior, innovative and responsive services to the University community.



Our Mission

The Division of Finance and Administration provides essential financial, operational, and strategic support functions needed for Radford University to fulfill its core vision and mission of teaching, research, and service. The Division is committed to sound fiscal stewardship and strategic management of the University's human, technological, financial, and physical resources. The Division strives to provide quality support to the University through the implementation of best practices, effective and efficient policies and procedures, ensuring compliance with laws and regulations, focusing on internal and external customer needs, and providing a safe, secure and productive environment.



Our Principles

- Collaboration & Teamwork
- Quality & Continuous Improvement
- Safety & Risk Management
- Service Excellence
- Strategic & Fiscally Responsible

Divisional Overview



BUDGET &
FINANCIAL
PLANNING



CONTROLLER



FACILITIES
MANAGEMENT



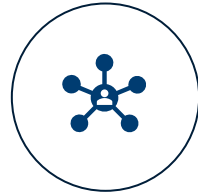
HUMAN
RESOURCES



INFORMATION
TECHNOLOGY
SERVICES



PUBLIC SAFETY



RUC BUSINESS
OPERATIONS



UNIVERSITY
SERVICES

Divisional Strengths



- Strong collaboration and partnerships between units



- Sound financial standing and state support



- Solid infrastructure and facilities – outstanding overall campus



- Committed leadership and teams within the division

Board Actions

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

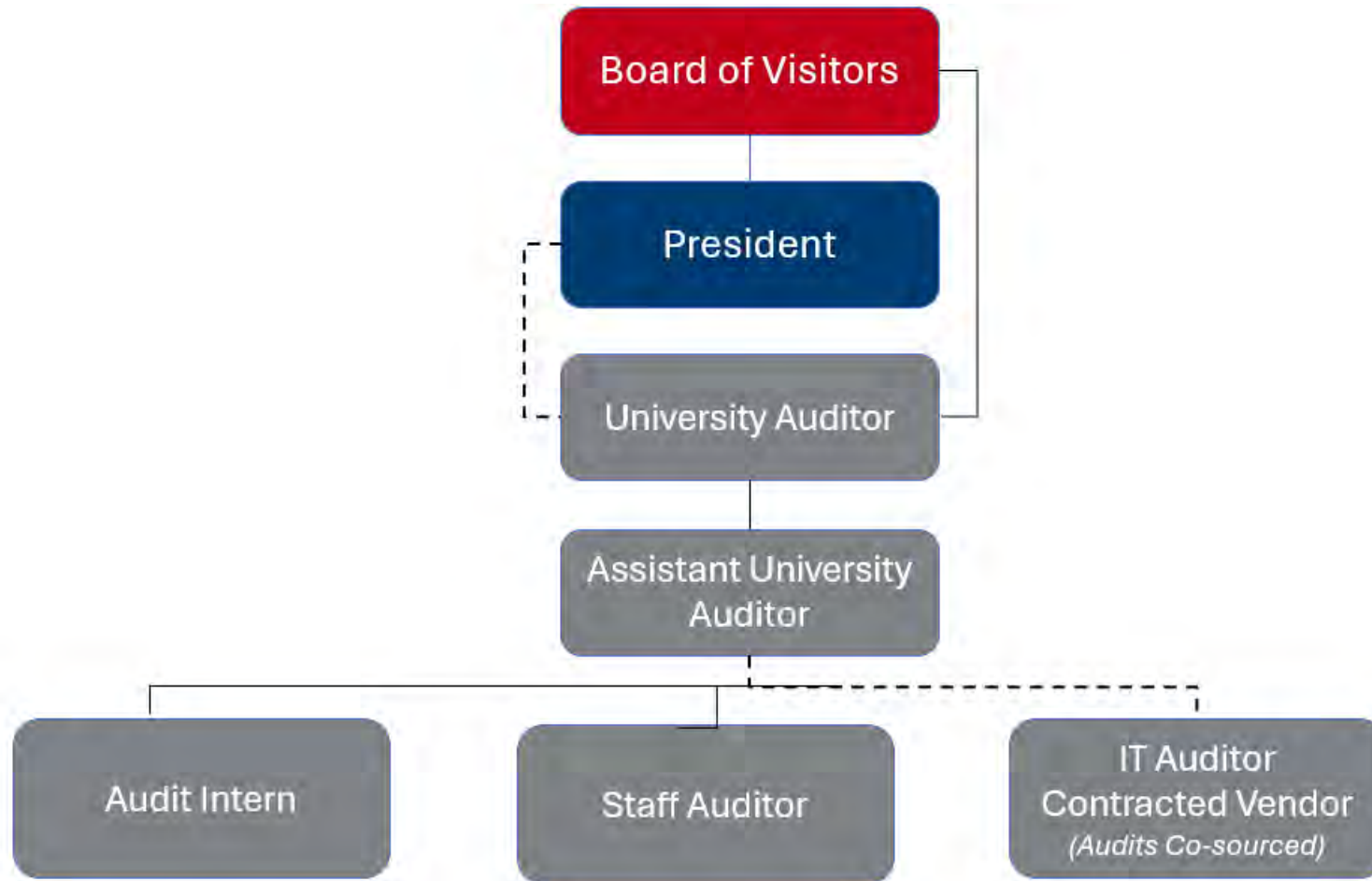
Audit and Advisory Services



New Board Member Orientation

Overview of Area

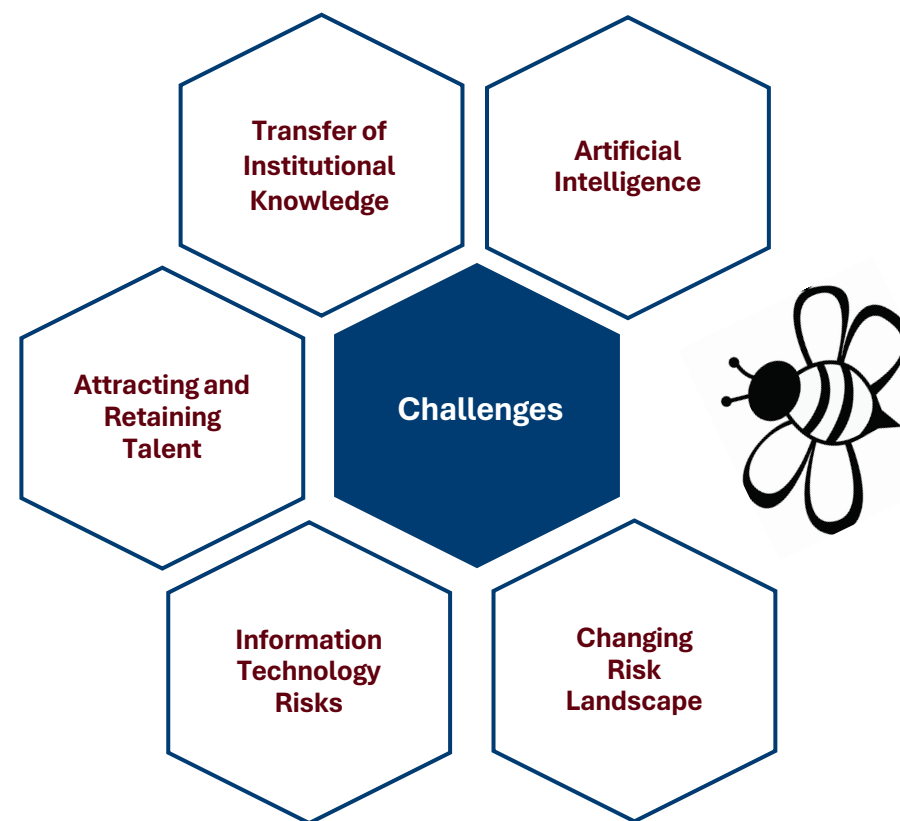
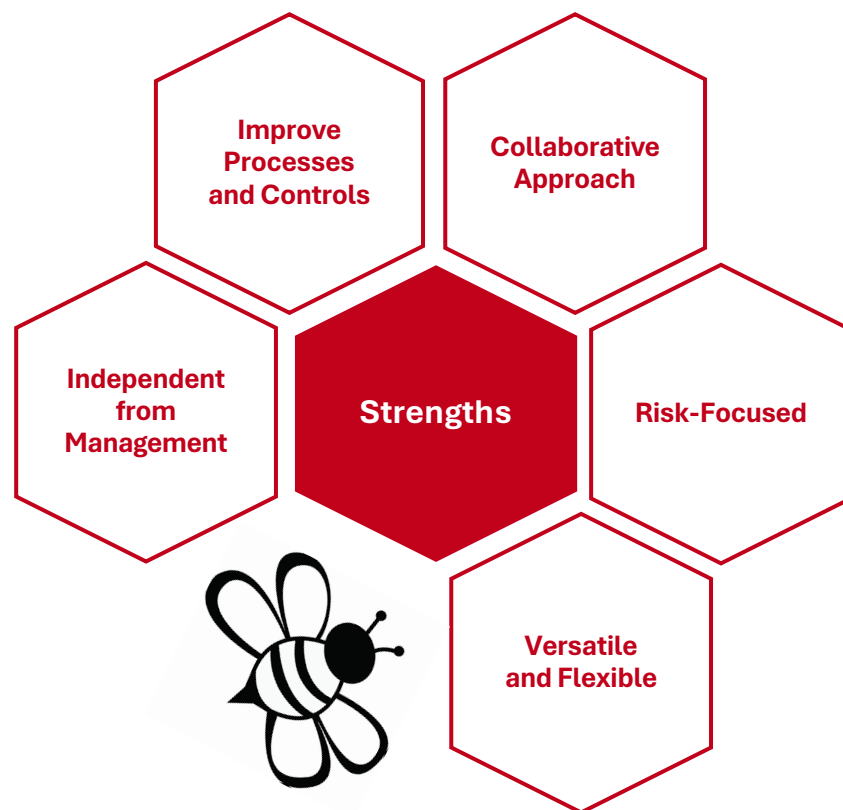
Unique Role and Organization Placement



Areas of Greatest Impact/Focus



Strengths and Challenges

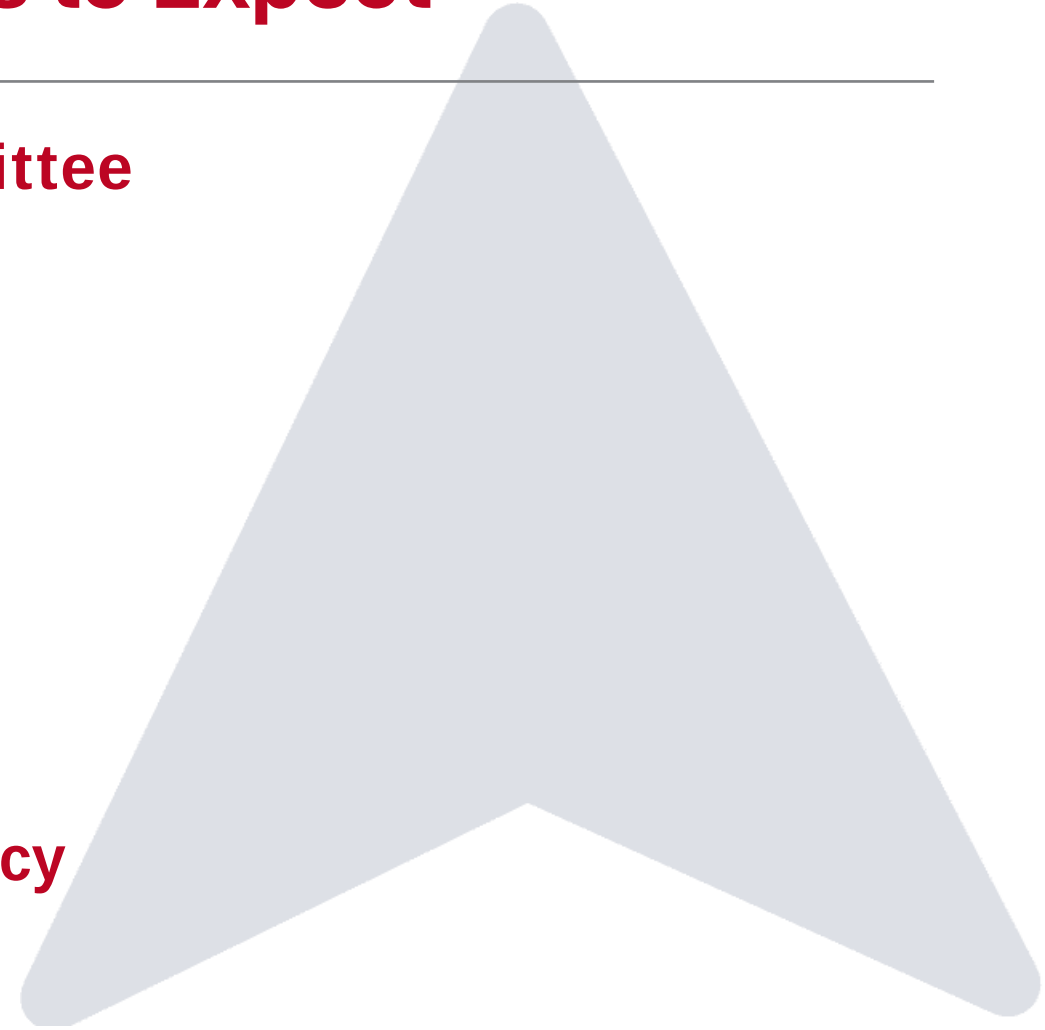


Strategic Plan Impact



Content and Approvals to Expect

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



Discussion/ Questions





Enrollment Management and Brand Equity Committee

Board Orientation

Dannette Gomez Beane, Ph.D.

Enrollment Management and Strategic Communications

September 2026

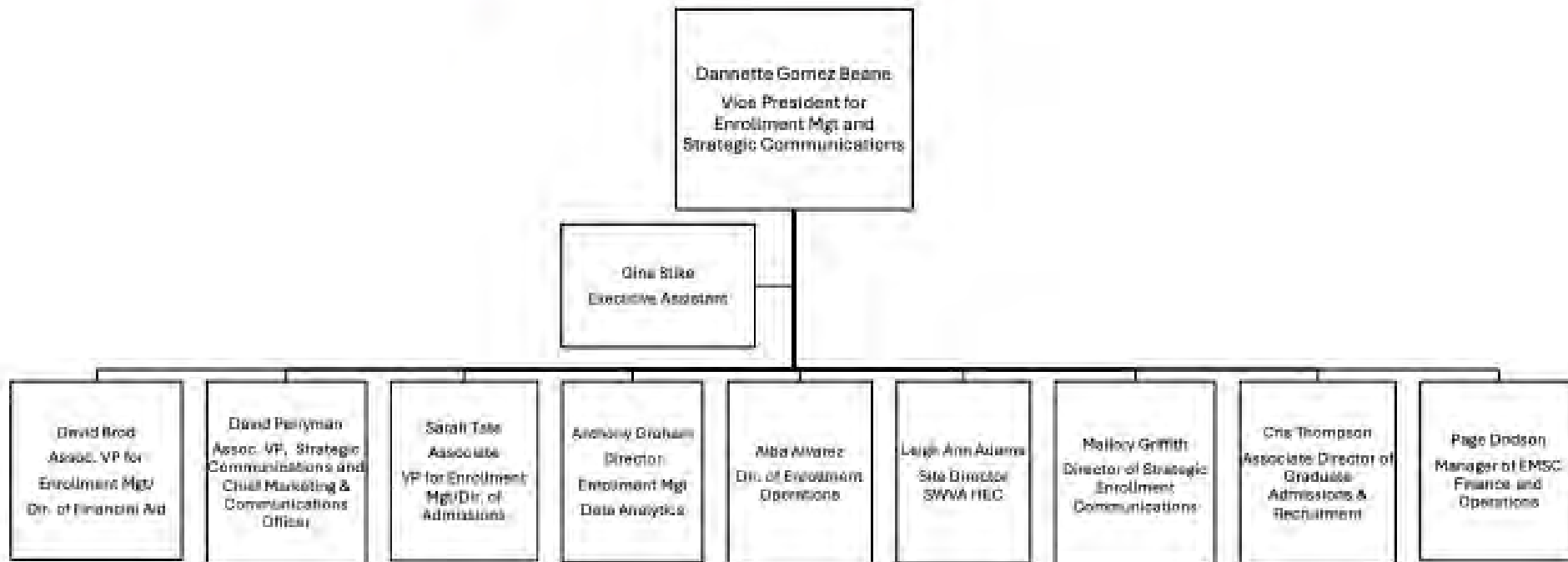


Division Leadership



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Enrollment Management and
Strategic Communications



Divisional Overview

The Division of Enrollment Management and Strategic Communications (EMSC) drives Radford University's efforts in student recruitment, marketing and communications through innovative and student-centered practices. EMSC encompasses Undergraduate Admissions, Graduate Admissions, Financial Aid, and Marketing and Communication. With a dedicated team of more than 70 professionals across three locations, the division is committed to delivering exceptional service and leadership in advancing major institutional initiatives and supporting the university's mission.

Divisional Strengths

HERE FOR EVERY HIGHLANDER'S JOURNEY

- **STORYTELLING**
- **PROVIDING PROOF POINTS AND BRAND**
- **HIGH TOUCH ENROLLMENT SERVICES**
- **PERSONALIZED FINANCIAL AID COUNSELING**
- **SUPPORT THE MOST ACCESSIBLE AND AFFORDABLE UNDERGRADUATE AND GRADUATE EDUCATION IN VIRGINIA**

Divisional Opportunities

- Leaning into the efficiencies offered by artificial intelligence
- Maximizing engagement with stakeholders for brand awareness, information sharing, reputation building, recruitment and fundraising
- Skilling up team members to meet today's challenges

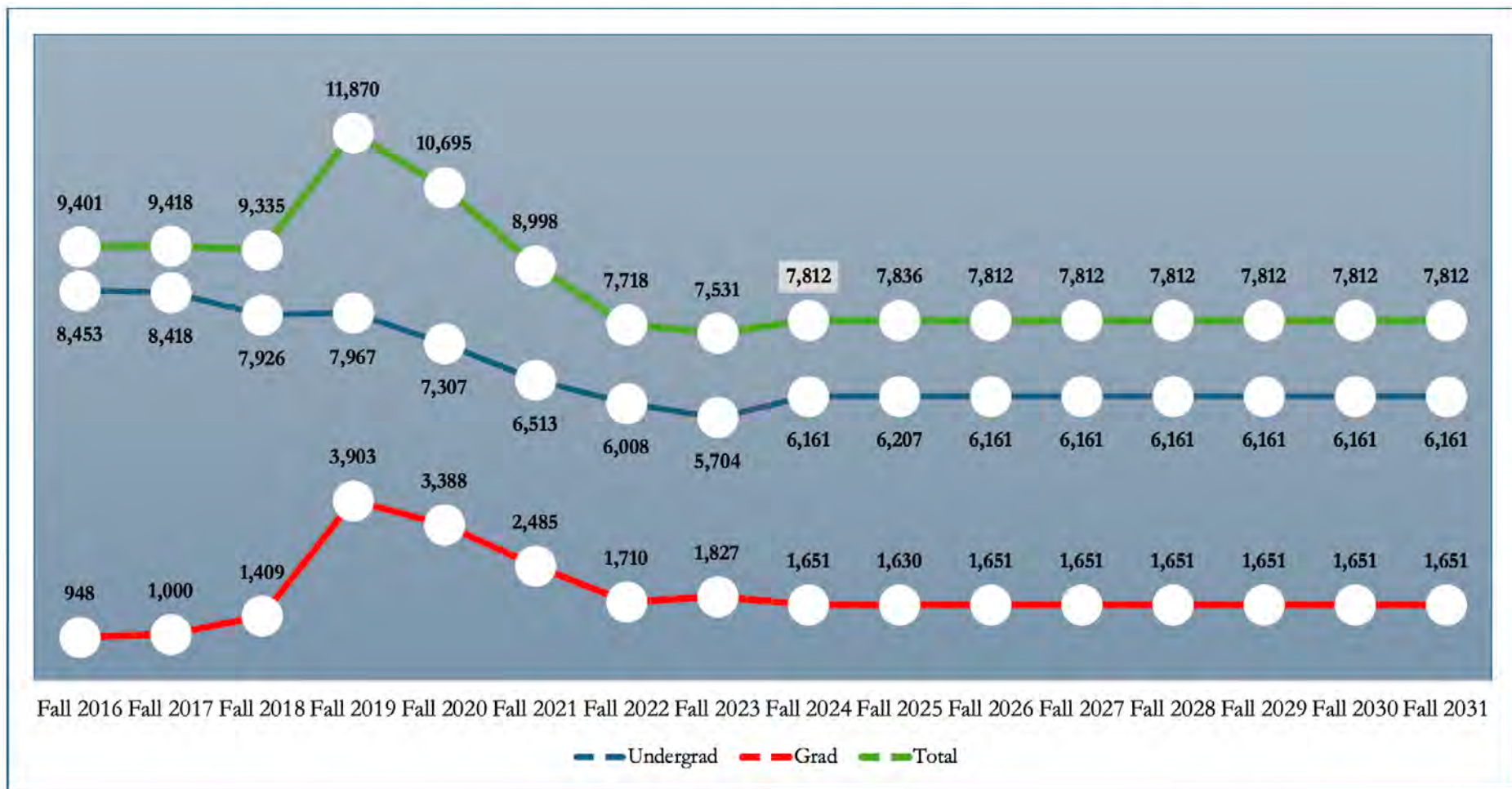




Strategic Enrollment Plan (SEP)

2026-2031

UNIVERSITY Total Enrollment Goal 2026-2031: *Sustainability*



Fall 2024 total enrollment is baseline for enrollment stabilization metric and sustainability moving forward.



Planning Assumptions

- **Sustain** academic standards for admission all levels
- **Sustain** 1415 New Freshmen enrollment (fall + spring)
- **Sustain** 580 New Transfer enrollment (fall + spring)
- **Sustain** 6,296 In-person enrollment (all locations)
- **Sustain** 76% Retention rate (fall to fall)
- **Sustain** Roanoke enrollment (fall 2024 baseline = 803)
- **Sustain** Online enrollment (fall 2024 baseline = 1759)
- **Grow** College of Nursing enrollment (fall 2024 baseline = 1456)
- **Continue** Radford Tuition Promise



Communication Plan

2026-2031

Strategic Communication Plan

Communication Goals

The University Communication Plan seeks to achieve four goals:

GOAL 1

Strategic-Focus: Advance the vision, mission, themes and core values in the new strategic plan through executive communications, university events and strategic initiatives.

GOAL 2

Awareness and Engagement: Increase internal and external awareness of and engagement in academic programs, university events, extracurricular activities, and support services and resources.

GOAL 3

Reputation: Positively influence the university's reputation by communicating key messages and success stories and effectively managing crises and other reputational risks.

GOAL 4

Brand: Enhance the university's brand equity by promoting our graphic identity, pillar messages and campaign tagline in a credible, consistent and compelling manner.



External Engagement Committee

Board Orientation

Angela Joyner, Ph.D.

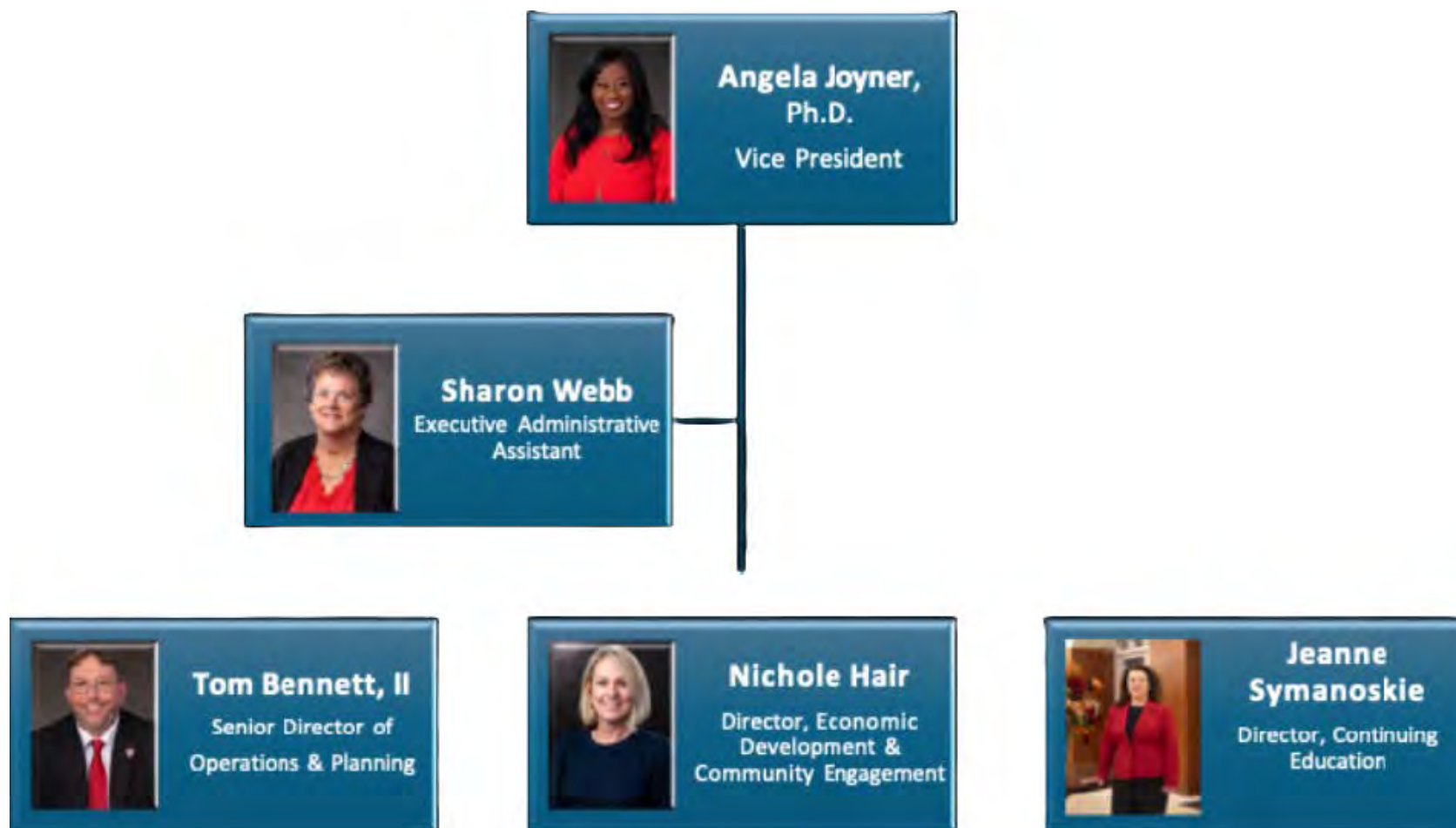
Economic Development and Corporate Education

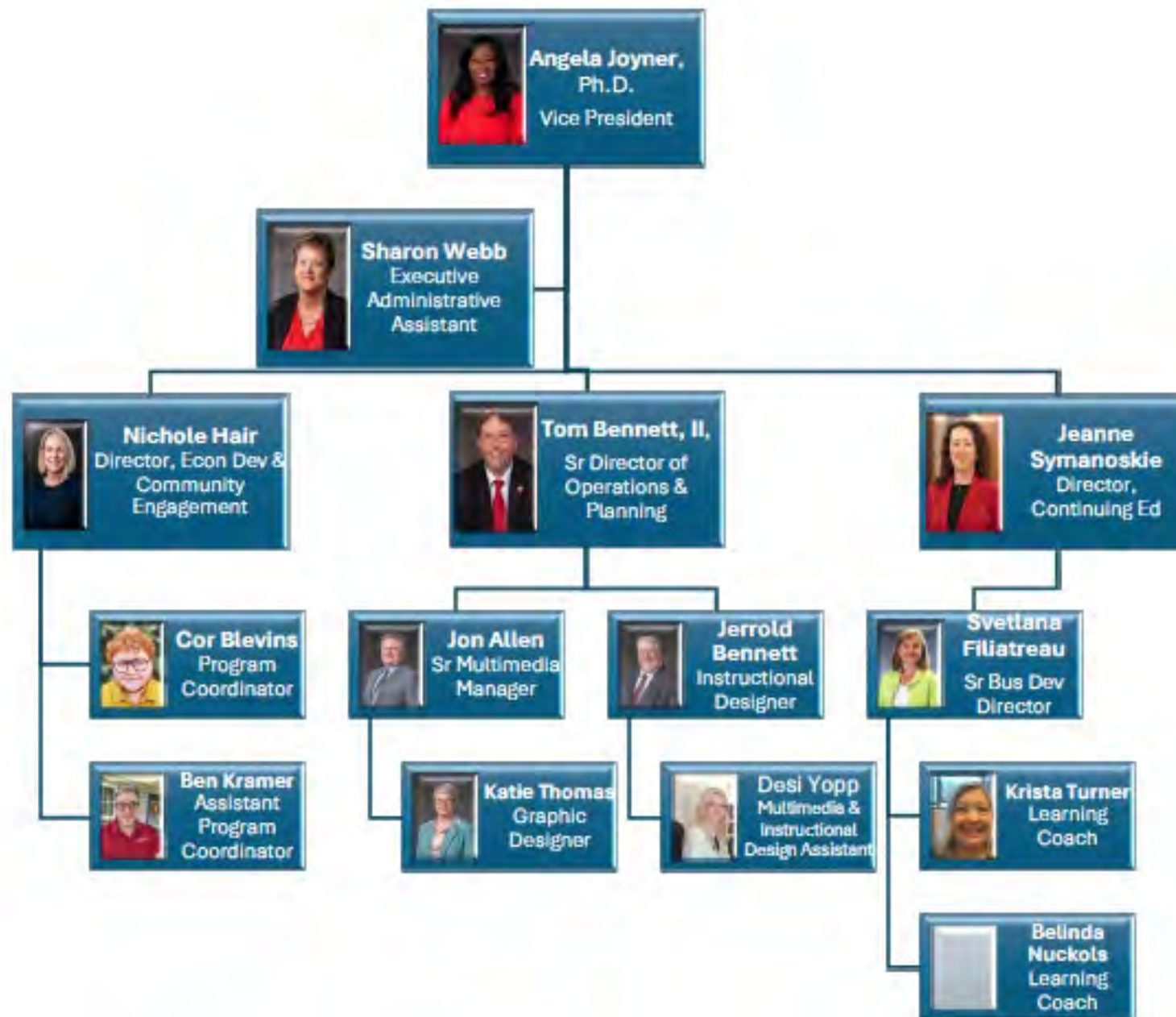
September 2026





Organizational Structure







Mission

Be a catalyst for good.

Our mission is to **help communities thrive** by bringing people together, connecting them to opportunities, and serving as a trusted partner.



Vision

A **trusted partner** who convenes our collective community to **strengthen our region's economic vitality** by creating a strong talent pipeline, **empowering small businesses** and entrepreneurs, and **building lasting partnerships** for shared success.

Regional Areas of Impact

Core

- New River Valley
- Roanoke Valley

Emerging

- SWVA
- Southern VA

Expanded

- NOVA
- Tidewater
- Richmond



The pillars guiding our strategic roadmap



**Strategic Partnerships and
Community Engagement**



**Student Success and
Experiential Learning**



**Academic Achievement
and Intellectual Discovery**



**Organizational Excellence and
Continuous Improvement**



Communication and Collaboration



Culture of Care

EDCE Strategic Priorities

- Partnership Development and Economic Impact
- Student Success and Experiential Learning
- Continuing Education and Workforce Development
- Community Engagement | Regional Tourism
- Organizational Excellence and Culture

Divisional Strengths

PEOPLE & VISION

- Deep knowledge, talent, and experience across our team
- A visionary team with the ability to bring vision to life
- Strong collaborators, internally and across partners

REGIONAL PARTNERSHIPS

- Strong relationships with external and regional partners
- Ability to convene and connect our community to resources — “one call”

ADAPTABILITY & REACH

- Ability to adapt to the needs of our community and region
- Both externally and internally focused
- Flexibility to respond as needs evolve

RESOURCES & FUNDING

- GO Virginia (GoVa) grant support
- Resources available to the community: certification, training, space, and access

Divisional Opportunities

PARTNERSHIP CULTIVATION & TRACKING

- Build awareness of strategies and opportunities for collaboration — externally and internally
- Collaboratively develop approaches to partnership cultivation, tracking, and engagement with internal partners
- Expand capacity for partnership cultivation and initiatives

TRAINING & PROGRAM GROWTH

- Expand training opportunities for the community and partners
- Building awareness for programs and initiatives

COMMUNICATION

- Strengthen communication across the division and with partners

Potential Board Actions

- Infrastructure or capital investments approvals for regional projects (e.g. amphitheater, trestle project, etc.)



Key Strategic Plan Initiatives



Strategic Partnerships and
Community Engagement



Retail Strategy Study



NRV Passenger Rail



2027 Economic Impact Study

Partnership Development and Economic Impact



Academic Achievement
and Intellectual Discovery

The
HUB
at Radford
For Economic Development



CoWorks@ The Hub



IT Talent Connect Program Expansion



Continuing Education Roadmap

Continuing Education and Workforce Development



Student Success and Experiential Learning



Strategic Partnerships and
Community Engagement

Amphitheater



Adventureworks



High Bridge Trestle Project

Community Engagement & Regional Tourism



Strategic Partnerships and
Community Engagement

Renew the New



Highlander Festival



Community Fest

Community Engagement & Regional Tourism

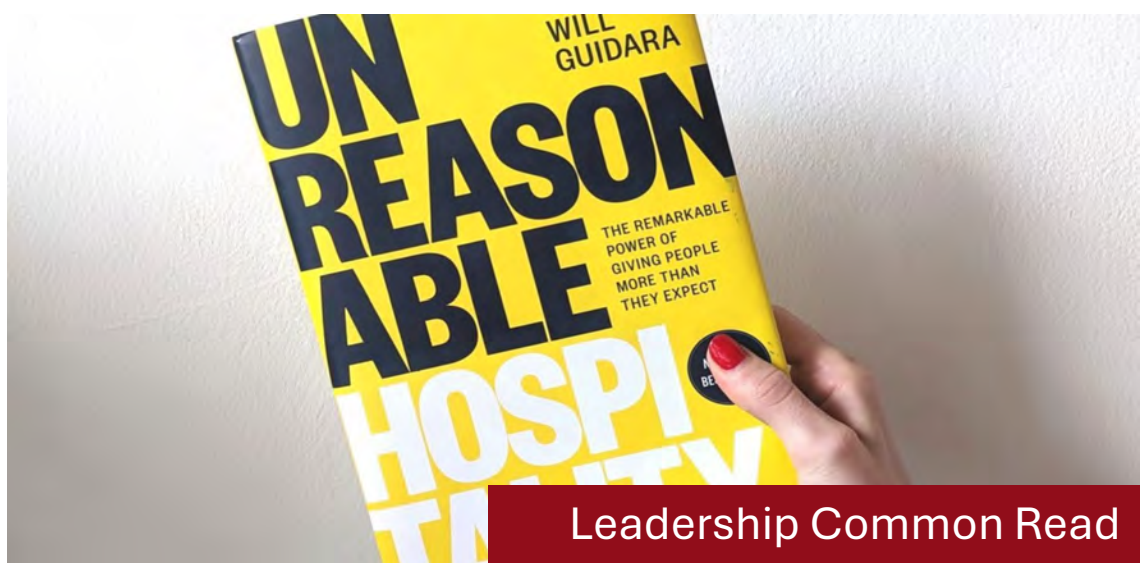


Culture of Care

Leadership Development



Serving Sessions



Leadership Common Read

Organizational Excellence and Culture

Board Orientation

Penny Helms White '85, MBA '87

Advancement and Alumni Relations

September 2026





Organizational Structure

VP for Advancement and Alumni Relations



Advancement Services & Operations

Providing strategic operations, data, and systems that empower effective engagement and philanthropic outcomes.



Alumni Relations

Engaging alumni through meaningful connections and lifelong relationships with the university.



Annual Giving

Inspiring annual support from alumni, parents, and friends to support university priorities.



Communications & Donor Strategy

Stewarding donor relationships and telling the stories that inspires engagement and philanthropy.



Frontline Fundraisers

Cultivating and securing philanthropic gifts that advance the university's mission.

Leadership Team



Carolyn Clayton
Director of Annual Giving



Hunter Gresham
Senior Director of Advancement Communications, Donor
Relations, and Special Events



Rebekah LaPlante
Director of Gift Planning



Sharon Ratcliffe
Executive Assistant



Laura Turk
Executive Director of Alumni
Relations



Bobbie Webster
Director of Advancement Services and
Information Technology

Division Overview



Radford
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Advancement and
Alumni Relations



VISION

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

MISSION

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

Divisional Priorities

➤ **Athletics Philanthropy and Engagement**

Strengthen private support, engagement and visibility for Radford Athletics to elevate the scholar-athlete experience and enhance campus pride, fan engagement and community.

➤ **Donor Growth, Retention and Stewardship**

Broaden Radford University's philanthropic base while strengthening long-term donor relationships through thoughtful stewardship, targeted engagement and strategic, data-informed fundraising.

➤ **Planned Giving and Legacy Engagement**

Cultivate forward-thinking philanthropic commitments that secure Radford University's long-term strength and ensure future generations benefit from transformative educational opportunity.

Divisional Priorities

➤ **Volunteer Pathways to Philanthropy**

Leverage volunteers service as a catalyst for philanthropic commitment by engaging alumni and friends in meaningful roles that build affinity, deepen investment and accelerate their journey toward giving.

➤ **Young Alumni Connection and Early-Stage Engagement**

Build strong, lasting relationship with recent graduates by fostering belonging, leadership development and intentional early-stage philanthropic participation.

➤ **Divisional Infrastructure, Collaboration and Trust**

Strengthen the internal systems, processes, communication channels and collaborative culture required to deliver modern, coordinated and high-performing Advancement and Alumni Relations enterprise.

Divisional Strengths

- Our people
- Donor Funded Scholarship Program
- Donor Societies
- Our comprehensive communication plan
- Embracing new technology

Divisional Opportunities

- Educating the next generation of Highlanders
- Expand the donor pipeline
- Growth and retention of donors
- Opportunity to expand funding to support healthcare initiatives

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Student Affairs and Athletics Committee



Student Affairs

Tricia S. Smith, Ed.D.
Interim Vice President for Student Affairs

We celebrate who students are and empower them to be their true selves.

We create pathways and remove barriers so students can thrive.

We encourage questions and exploration that lead to discovery and growth.

MISSION

Rooted in opportunity, authenticity, and supportive relationships, Student Affairs empowers students to **grow, lead, and create** their own journey.

VISION

EMPOWERING
curiosity
TO IGNITE PURPOSE

DIVISION OF STUDENT AFFAIRS

We spark ideas, passion, and action that create momentum for growth.

We help students connect their passions to meaningful impact and a life of purpose.



Housing & Residential Life
Selu Conservancy
External Relationships
Assessment & Communications



Student Counseling Services
Substance & Violence Education
Support
Center for Accessibility Services
Student Standards & Conduct
Military Resource Center
Office of the Dean of Students



Connected Communities
Greek Leadership & Campus
Traditions
Student Involvement
Student Recreation & Wellness
Family Programs

Student Affairs Roanoke is comprehensive

Divisional Strengths



Staff have a deep commitment to students, a strong ethic of care, and center students in decisions.



Strong partnerships and positive relationships on campus, with alumni, and across the region.



Students report good knowledge of and trust in support and engagement efforts.



Launched new strategic plan with direct mapping to university plan, clear outcomes, and amazing energy.

Communicating is Key



Opportunities

Outdoors
Club Sports



Our Impact

Student Development
Success & Retention



Our Leadership

Well-being
Engagement

Strategic Plan Initiatives



- Institutional health & well-being framework and services
- Student communities as a pathway for learning
- Welcome and transition experiences
- Distinctive outdoor experiences
- Peer-to-peer initiatives for education and awareness
- University traditions and campus pride
- Expansion of club sports experiences
- Building service-related and community engagement initiatives



Government Relations

Government Relations & Board Advocacy

Lisa Ghidotti

Assistant Vice President for Government Relations & Strategic Initiatives

September 2026



Organizational Structure

Direct presidential alignment and a flexible presence in Radford
and Richmond

Government Relations Organizational Structure

REPORTING RELATIONSHIP

BRET DANILOWICZ, PH.D.

President of Radford University

DIRECT REPORT

LISA GHIDOTTI, M.S.

Assistant Vice President for Government Relations
and Strategic Initiatives

OPERATING FOOTPRINT

RADFORD

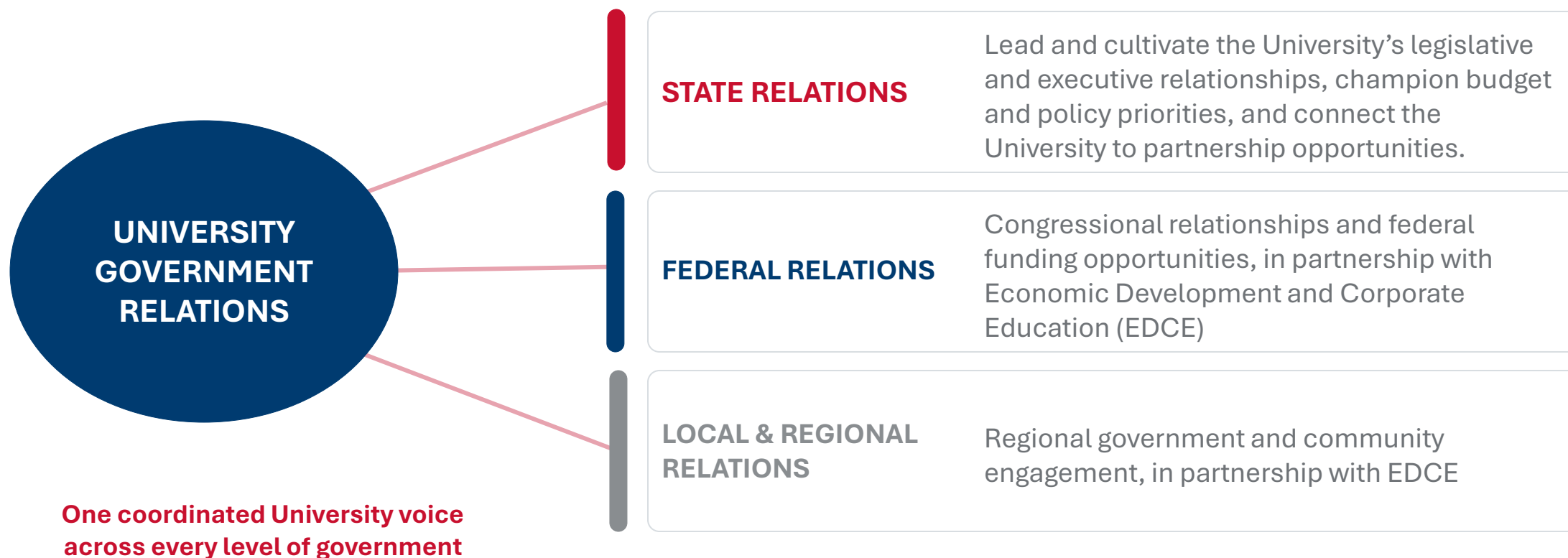
Primary office and campus engagement

RICHMOND

Based in Richmond during the General
Assembly session

Direct presidential alignment • One coordinated University voice in state government

Government Relations Scope



University Advocacy in Action

Virginia's operating environment, Radford's strategy and the year-round advocacy cycle

Virginia Landscape: Opportunities & Challenges



Strengths & Opportunities

- Radford's priorities align with Commonwealth goals for workforce development, health care, affordability and regional growth
- A new gubernatorial administration creates opportunities to build and strengthen relationships
- Radford's rural-serving mission provides a distinctive and credible impact story
- Radford's expanding Roanoke footprint creates opportunities for greater visibility, regional integration and partnership



Challenges

- Intense competition among Virginia's public institutions for state funding and attention
- Short legislative sessions compress the time available to inform decisions
- Affordability pressures, demographic change and declining public confidence in higher education
- Greater visibility and regional integration are needed to maximize Radford's growing Roanoke presence

WHAT SUCCESS REQUIRES:

Strong relationships • one University voice • year-round engagement • readiness

How Radford Advances Its Priorities

A continuous, university-led pathway—from preparation to engagement to response

01 PREPARE Build the case

- Align budget and policy priorities with state needs, the strategic plan and Six-Year Plan
- Translate data and outcomes into compelling impact stories



02 ENGAGE Reach decision-makers

- Build year-round relationships with legislators in their districts and during session
- Connect students with policymakers through Advocacy Day and the Government Relations Internship
- Bring government leaders to campus

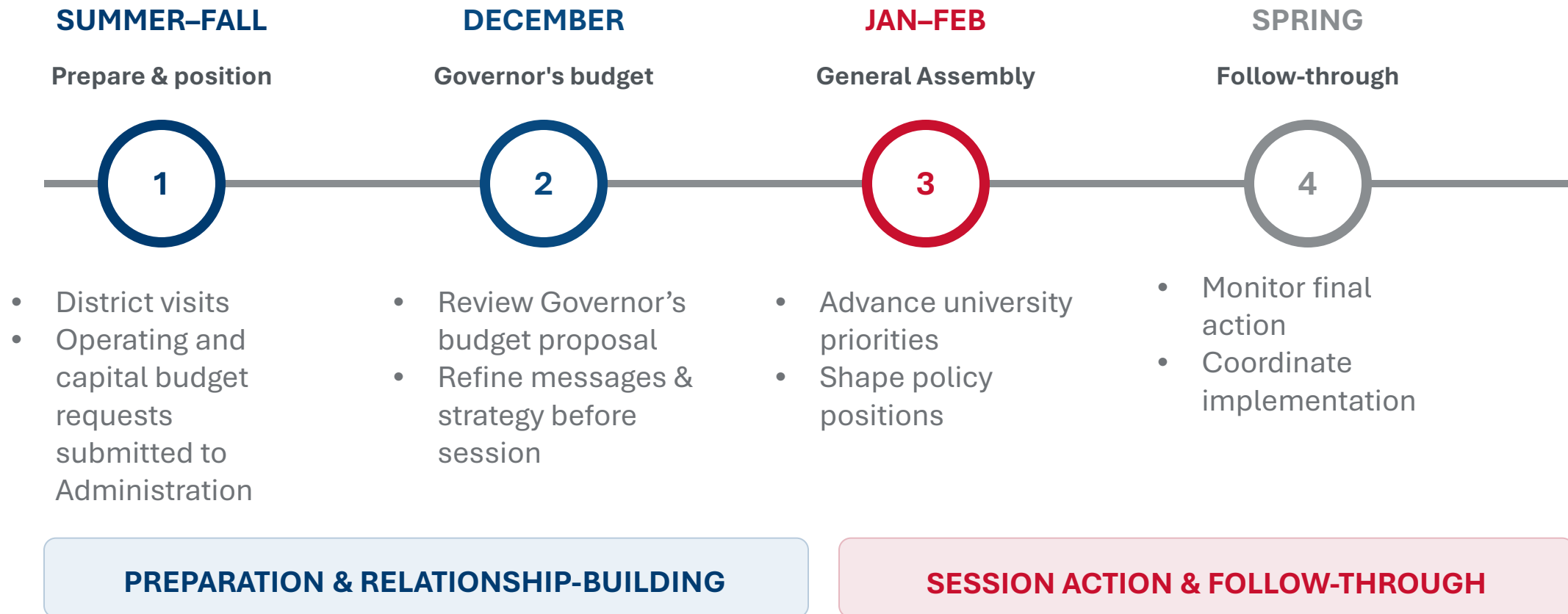


03 AMPLIFY & RESPOND Sustain momentum

- Mobilize authentic voices, including students and alumni
- Monitor developments and coordinate a rapid response

CONTINUOUS ENGAGEMENT • before, during and after the General Assembly session

The State Budget Advocacy Cycle

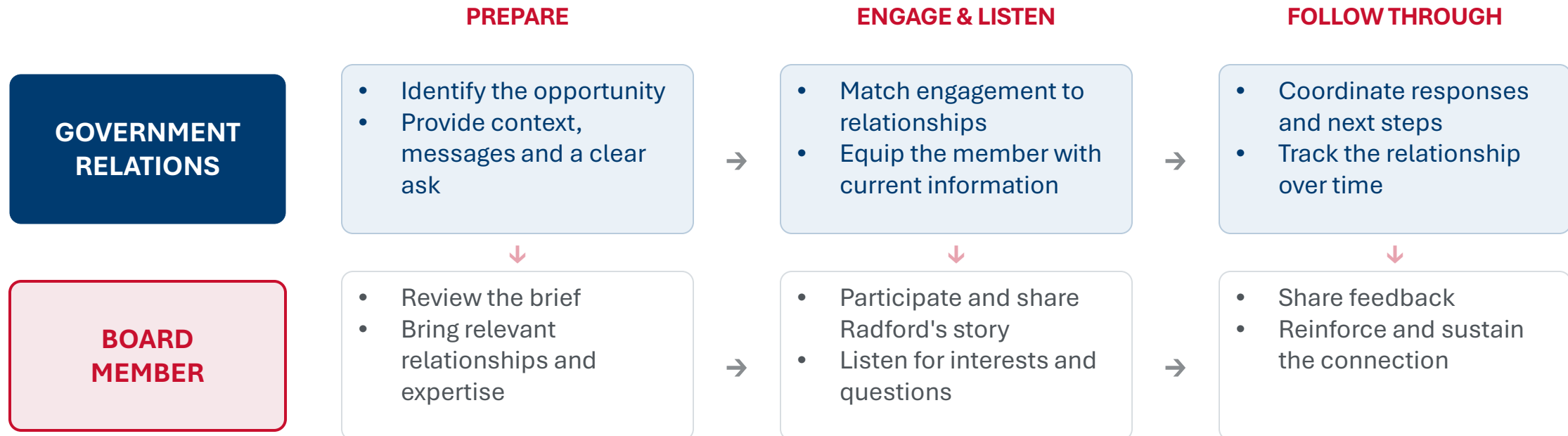


Board Advocacy In Action

How Board members amplify Radford's priorities through relationships, visibility and consistent messaging

Coordinating Board Advocacy

Government Relations prepares the opportunity; Board members extend the University's reach.



Board members advocate as part of a coordinated strategy—every engagement is targeted, prepared and supported.

Board Roles That Amplify Radford

Six actions. Three roles. One coordinated University voice.

BOARD MEMBER

One coordinated
University voice

01

INFORMED AMBASSADOR

- Stay informed about priorities, initiatives and funding needs
- Share Radford's impact on students, communities and the Commonwealth

02

RELATIONSHIP BUILDER

- Participate in targeted engagement opportunities
- Build relationships with policymakers and key stakeholders

03

VISIBLE CHAMPION

- Reinforce messages aligned with the University's strategy
- Champion Radford's mission and strategic priorities

Three Things to Remember

Advocacy happens year-round.

Radford speaks with one coordinated voice.

Board relationships extend and amplify that voice.