Business Affairs and Audit Committee

September 2026

Radford UNIVERSITY

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Business Affairs and Audit Committee
10:20am **
September 17, 2026
Kyle Hall, Room 340, Radford, VA
DRAFT
Agenda

• **Call to Order**	Ms. Joann S. Craig, Chair
• **Approval of Agenda**	Ms. Joann S. Craig, Chair
• **Approval of Minutes** o June 4, 2026	Ms. Joann S. Craig, Chair
o **Audit and Advisory Services**	
o University Auditor's Report	Ms. Margaret McManus, *University Auditor*
o Recommendation to approve the 2026-2027 Audit Plan	
• **Finance and Administration**	
o Recommendation to approve the 2025-26 Six-Year Plan	Rob Hoover, Ed.D., *Senior Vice President for Finance & Administration and Chief Financial Officer*
o 2025-26 Financial Performance Report and Recommendation to approve Radford University's 2026-27 Operating Budget	
o Recommendation to approve revised Weapons Policy	
• **Other Business**	Ms. Joann S. Craig, Chair
• **Adjournment**	Ms. Joann S. Craig, Chair

**** All start times for committees are approximate only. Meetings may begin either before or after the listed approximate start time as committee members are ready to proceed.**

COMMITTEE MEMBERS
Ms. Joann S. Craig , *Chair*
Mr. Tyler W. Lester, *Vice Chair*
Dr. Betty Jo Foster
Mr. Christopher Settle
Mr. Jonathan D. Sweet
Ms. Stacey Brayboy

Meeting Materials

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Policy Title: Internal Audit Charter	Effective Date: 2/22/2018
Policy Number: GEN-PO-1005	**Date of Last Review: 12/6/2024**
Oversight Department: Office of Audit and Advisory Services	**Next Review Date: 12/5/2027**

1. PURPOSE

The Office of Audit and Advisory Services, serving as the internal audit function for Radford University (University), was established by the Board of Visitors (Board) and the President as an integral part of the overall internal control structure of the University. The *Internal Audit Charter* describes the general purpose, authority, and responsibility of the Office of Audit and Advisory Services.

2. APPLICABILITY

The *Internal Audit Charter* applies to all University employees, departments, and activities.

3. DEFINITIONS

Business Affairs and Audit Committee: Per the *Radford University Board of Visitors Board Manual*, a standing committee of the Board of Visitors. Among other responsibilities, this committee also oversees the internal audit function of the University, receives reports from external auditors, and performs studies of financial matters as directed by the Board.

Internal Auditing: An independent, objective assurance and advisory service designed to add value and improve the operations of an organization. It helps an organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of governance, risk management, and control processes.

Internal Control: Based on the Internal Control – Integrated Framework (2013), published by the Committee of Sponsoring Organizations of the Treadway Commission, internal control is a process, effected by the Board of Visitors, management, and other University employees designed to provide reasonable assurance regarding the achievement of objectives relating to operations, reporting, and compliance. Internal control consists of five major components: control environment, risk assessment, control activities, information and communication, and monitoring activities.

Management: The collective body of those who have the authority and responsibility to make decisions in order to manage or direct the various operations and business processes of the University. Management encompasses various levels of the organization including division heads, deans, directors, managers, and supervisors.

University Auditor: The senior position that is responsible for effectively managing the University's internal audit function in accordance with the *Internal Audit Charter* and the mandatory elements of The Institute of Internal Auditors (IIA) International Professional Practices Framework. The University Auditor is the Chief Audit Executive.

University Employee: Any person employed as a teaching faculty, administrative or professional faculty, classified employee, part-time or wage employee, student employee, work/study employee, or any other person paid through the University's payroll process.

4. POLICY

A. The University's Board of Visitors and the President are dedicated to supporting the internal audit function (i.e. the Office of Audit and Advisory Services), an integral part of the overall internal control structure of the University (see *Internal Control Policy*).

B. The Board of Visitors and the President recognize that the purpose of the internal audit function is to strengthen the University's ability to create, protect, and sustain value by providing the Board of Visitors and management with independent, risk-based, and objective assurance, advice, insight, and foresight. Accordingly, the internal audit function enhances the University's successful achievement of its objectives, its governance, risk management, and control processes, its decision-making and oversight, its reputation and credibility with its stakeholders, and its ability to serve the public interest.

C. The Board of Visitors and the President recognize that the University's internal audit function is most effective when its work is performed by competent professionals in conformance with The Institute of Internal Auditors' Global Internal Audit Standards which are set in the public interest, when the internal audit function is independently positioned with direct accountability to the Board of Visitors, and when internal auditors are free from undue influence and committed to making objective assessments.

D. This Internal Audit Charter Policy outlines the Mandate for the University's internal audit function, the Office of Audit and Advisory Services:

1. Authority –
   a. The internal audit function's authority is created by its direct reporting relationship to the Business Affairs and Audit Committee of the Board of Visitors. Such authority allows for unrestricted access to the Board of Visitors.
   b. The Board of Visitors authorizes the University's internal audit function to:
      i. Have full and unrestricted access to all functions, data, records, information, physical property, and University employees or personnel pertinent to carrying out internal audit responsibilities. Internal auditors are accountable for confidentiality and safeguarding records and information.
      ii. Allocate resources, set frequencies, select subjects, determine scopes of work, apply techniques, and issue communications to accomplish the function's objectives.
      iii. Obtain assistance from the necessary employees or personnel of the University and other specialized services from within or outside the University to complete internal audit services.
2. Independence, Organizational Position, and Reporting Relationships
   a. The University Auditor will be positioned at a level in the organization that enables internal audit services and responsibilities to be performed without interference from

management, thereby establishing the independence of the internal audit function. The Office of Audit and Advisory Services staff will report to the University Auditor, who will report functionally to the Board of Visitors through the Business Affairs and Audit Committee and administratively (e.g., day-to-day operations) to the President. This positioning provides the organizational authority and status to bring matters directly to senior management and escalate matters to the Board of Visitors, when necessary, without interference, and supports the internal auditors' ability to maintain objectivity. Any decision to remove the University Auditor must be approved by the Business Affairs and Audit Committee.

b. The University Auditor will confirm to the Business Affairs and Audit Committee of the Board of Visitors, at least annually, the organizational independence of the internal audit function. If the governance structure does not support organizational independence, the University Auditor will document the characteristics of the governance structure limiting independence and any safeguards employed to achieve the principle of independence. The University Auditor will disclose to the Business Affairs and Audit Committee any interference that internal auditors encounter related to the scope, performance, or communication of internal audit work and results. The disclosure will include communicating the implications of such interference on the internal audit function's effectiveness and ability to fulfill its mandate.

3. Changes to the Mandate or Charter
   a. Circumstances may justify a follow-up discussion between the University Auditor, the Board of Visitors, and senior management on the internal audit mandate or other aspects of the audit charter. Such circumstances may include but are not limited to a significant change in the Global Internal Audit Standards, a significant reorganization within the organization, significant changes in the University Auditor, Board of Visitors, and/or senior management, significant changes to the organization's strategies, objectives, risk profile, or the environment in which the organization operates, or new laws or regulations that may affect the nature and/or scope of internal audit services.

E. The Office of Audit and Advisory Services will adhere to the mandatory elements of The Institute of Internal Auditors' International Professional Practices Framework, which are the Global Internal Audit Standards and Topical Requirements. The University Auditor will report annually to senior management and the Business Affairs and Audit Committee regarding the internal audit function's conformance with these elements, which will be assessed through a quality assurance and improvement program.

F. University employees must cooperate with the Office of Audit and Advisory Services in accordance with its authority.

G. The Office of Audit and Advisory Services will not be authorized to:

1. perform any operational duties for the University or its affiliates.

2. initiate or approve transactions external to the Office of Audit and Advisory Services.

3. direct the activities of any University employee not employed by the Office of Audit and Advisory Services, except to the extent that such employees have been appropriately assigned to auditing teams, or to otherwise assist the audit team.

4. develop or write policies or procedures that they may later be called upon to evaluate. Draft materials developed by management may be reviewed for propriety or completeness; however, ownership of, and responsibility for, these materials remain with management.

5. PROCEDURES

A. Scope of Work

1. The scope of work for the Office of Audit and Advisory Services covers the entire breadth of the organization, including all of the University's activities, assets, and employees. This scope of work also encompasses but is not limited to objective examinations of evidence to provide independent assurance and advisory services to the Board of Visitors and management on the adequacy and effectiveness of governance, risk management, and controls processes for the University.
2. The scope of work for the Office of Audit and Advisory Services may include evaluating whether
   a. Risks relating to the achievement of the University's strategic objectives are appropriately identified and managed.
   b. The actions of the University's officers, directors, management, employees, and contractors or other relevant parties comply with the University's policies, procedures, and applicable laws, regulations, and governance standards.
   c. The results of operations and programs are consistent with established goals and objectives.
   d. Operations and programs are carried out effectively, efficiently, ethically, and equitably.
   e. Established processes and systems enable compliance with the policies, procedures, laws, and regulations that could significantly impact the University.
   f. The integrity of information and the means used to identify, measure, analyze, classify, and report such information is reliable.
   g. Resources and assets are acquired economically, used efficiently and sustainably, and protected adequately.
3. Reviews and evaluations of internal control are performed by the Office of Audit and Advisory Services; however, the University's management will continue to be responsible for establishing and maintaining an adequate internal control system.
4. The Office of Audit and Advisory Services may also perform advisory and consulting services, the nature and scope of which may be agreed with the party requesting the service, provided the Office of Audit and Advisory Services does not assume management responsibility. If opportunities for improving the efficiency of governance, risk management, and control processes are identified during advisory and consulting engagements, they will be communicated to the appropriate level of management.

B. Objectivity

1. All work performed by the Office of Audit and Advisory Services will be conducted in an objective manner.
2. The University Auditor will ensure that the Office of Audit and Advisory Services remains free from all conditions that threaten to impair the ability of audit staff to carry out their responsibilities in an unbiased manner, including matters of engagement selection, scope, procedures, frequency, timing, and communication.
3. If the University Auditor determines that objectivity may be impaired, either in fact or in appearance, the University Auditor will take the appropriate action to address, and the details of the impairment will be disclosed to the appropriate parties.
4. The Office of Audit and Advisory Services staff will maintain an unbiased mental attitude that allows them to perform their work objectively and in such a manner that they will believe in their work product, that no quality compromises will be made, and that they will not subordinate their judgment on audit matters to others, either in fact or appearance.
5. The Office of Audit and Advisory Services staff will have no direct operational responsibility or authority over any of the activities that they audit or review, nor will they have had any within the previous year. This includes activities such as implementing internal controls, developing procedures, installing systems, or engaging in other activities that may impair their judgment.
6. The Office of Audit and Advisory Services staff will
   a. Disclose impairments of independence or objectivity, in fact or appearance, at least annually to the University Auditor, who will determine if further disclosure is needed.
   b. Exhibit professional objectivity in gathering, evaluating, and communicating information.
   c. Make balanced assessments of all available and relevant facts and circumstances.
   d. Take necessary precautions to avoid conflicts of interest, bias, and undue influence.

C. University Auditor Responsibility

The University Auditor has the responsibility to:

1. develop a flexible risk-based annual audit plan, considering the input of senior management and the Business Affairs and Audit Committee. The plan will be discussed with senior management and the Business Affairs and Audit Committee and submitted to the Business Affairs and Audit Committee for review and approval.
2. communicate with senior management and the Business Affairs and Audit Committee the impact of resource limitations on the internal audit plan or if there are significant interim changes to the internal audit plan.
3. implement the annual audit plan and follow it to the extent possible, reviewing and adjusting it as necessary in response to changes in the University's business, risks, operations, programs, systems, and controls.

4. ensure that internal audit engagements are performed, documented, and communicated in accordance with the Global Internal Audit Standards and laws and/or regulations. This includes reporting to appropriate levels of management significant issues related to the processes for controlling the activities of the University, including potential improvements to those processes.
5. follow up with management to verify that corrective actions are taken on findings and recommendations, and communicate the results of internal audit services to senior management and the Business Affairs and Audit Committee and for each engagement as appropriate.
6. evaluate and assess significant merging/consolidating functions and new or changing systems, services, processes, operations, and control processes coincident with their development, implementation, and/or expansion.
7. perform special studies, reviews, or investigations requested by management.
8. perform consulting and advisory services related to governance, risk management, internal controls, or other areas of interest and concern.
9. conduct investigations of fraud, waste, and abuse, including those referred by the Office of the State Inspector General related to State Fraud, Waste, and Abuse Hotline cases. Results of these investigations will be communicated to management and the Business Affairs and Audit Committee, as appropriate.
10. coordinate activities and consider relying upon the work of other internal and external providers of assurance and advisory services, as appropriate. If the University Auditor cannot achieve an appropriate level of coordination, the issue must be communicated to senior management and, if necessary, to the Business Affairs and Audit Committee.
11. identify and consider trends and emerging issues that could impact the University are considered and communicated to senior management and the Business Affairs and Audit Committee, as appropriate.
12. ensure the internal audit function collectively possesses or obtains the knowledge, skills, and other competencies and qualifications needed to meet the requirements of the Global Internal Audit Standards and this *Internal Audit Charter.*
13. ensure emerging trends and successful practices in internal auditing are considered.
14. establish and ensure adherence to policies, procedures, and methodologies designed to guide the Office of Audit and Advisory Services.
15. ensure adherence to the University's relevant policies and procedures, unless such policies and procedures conflict with this *Internal Audit Charter* or the Global Internal Audit Standards. Any such conflicts will be resolved or otherwise communicated to senior management and the Business Affairs and Audit Committee, as appropriate.
16. report at least annually to the Business Affairs and Audit Committee and senior management regarding
    a. The internal audit function's mandate.
    b. The internal audit plan and performance relative to its plan.
    c. Internal Audit budget.

d. Significant revisions to the internal audit plan and budget.

e. Potential impairments to independence, including relevant disclosures as applicable.

f. Results from the quality assurance and improvement program, which include the internal audit function's conformance with The IIA's Global Internal Audit Standards and action plans to address the internal audit function's deficiencies and opportunities for improvement.

g. Significant risk exposures and control issues, including fraud risks, governance issues, and other areas of focus for the Business Affairs and Audit Committee that could interfere with the achievement of the University's strategic objectives.

h. Results of assurance services and other audit activities, as appropriate.

i. Resource requirements.

j. Management's responses to risk that the internal audit function determines may be unacceptable or acceptance of a risk that is beyond the University's risk appetite.

D. <u>Ethics and Professionalism</u>

The University Auditor will ensure that the Office of Audit and Advisory Services staff

1. Conforms with the Global Internal Audit Standards, including the principles of Ethics and Professionalism: integrity, objectivity, competency, due professional care, and confidentiality.
2. Understands, respects, meets, and contributes to the legitimate and ethical expectations of the organization and are able to recognize conduct that is contrary to those expectations.
3. Encourages and promotes an ethics-based culture in the organization.
4. Reports organizational behavior that is inconsistent with the organization's ethical expectations, as described in appliable policies and procedures.

E. <u>Quality Assurance and Improvement Program</u>

1. The University Auditor will develop, implement, and maintain a quality assurance and improvement program that covers all aspects of the internal audit function.

2. The quality assurance and improvement program will include both internal and external assessments of the internal audit function's conformance with the Global Internal Audit Standards, as well as performance measurement to assess the internal audit function's progress toward the achievement of its objectives and promotion of continuous improvement. The program also will assess, if applicable, compliance with laws and/or regulations relevant to internal auditing. Also, if applicable, the assessment will include plans to address the internal audit function's deficiencies and opportunities for improvement.

   a. Internal assessments will include ongoing monitoring and periodic self-assessments of the internal audit function.
   b. External assessments will be performed at least once every five years by a qualified, independent assessor or assessment team from outside the University; qualifications must include at least one assessor holding an active Certified Internal Auditor credential.

3. Annually, the University Auditor will communicate with senior management and the Business Affairs and Audit Committee about the internal audit function's quality assurance and improvement program, including the results of internal assessments and external assessments.

F. Board of Visitors Oversight

To establish, maintain, and ensure that the University's internal audit function has sufficient authority to fulfill its duties, the Business Affairs and Audit Committee will

1. Discuss with the University Auditor and senior management the appropriate authority, role, responsibilities, scope, and services of the internal audit function, and discuss whether there are any inappropriate scope or resource limitations.
2. Ensure the University Auditor has unrestricted access to communicate and interact directly with the Business Affairs and Audit Committee, including in private or closed meetings without senior management present, as long as such meetings comply with all state and federal laws including, but not limited to the Code of Virginia §2.2-3711.
3. Participate in discussions about the "essential conditions," described in the Global Internal Audit Standards, which establish the foundation that enables an effective internal audit function.
4. Approve the internal audit function's charter, which includes the internal audit mandate and the scope and types of internal audit services.
5. Review the internal audit charter annually with the University Auditor to consider changes affecting the organization, such as the employment of a new University Auditor or changes in the type, severity, and interdependencies of risks to the organization; and approve substantive changes to the internal audit charter.
6. Approve the risk-based internal audit plan.
7. Receive communications from the University Auditor about the internal audit function including its personnel, budget, expenses, and performance relative to its plan, and provide input to senior management as appropriate.
8. Ensure a quality assurance and improvement program has been established.

6. EXCLUSIONS

None

7. APPENDICES

None

8. REFERENCES

State Fraud, Waste, and Abuse Hotline

The Institute of Internal Auditors Global Internal Audit Standards

The Institute of Internal Auditors International Professional Practices Framework (IPPF)

Internal Control – Integrated Framework (2013), Committee of Sponsoring Organizations of the Treadway Commission

9. INTERPRETATION

The authority to interpret this policy rests with the President of the University and is generally delegated to the University Auditor.

10. APPROVAL AND REVISIONS

The *Internal Audit Charter* replaces and expands upon the *Charter* last adopted by the Board of Visitors on September 19, 2014. The newly developed *Internal Audit Charter* was developed in the University Policy Template, and it was submitted to and approved by the President's Cabinet at the meeting held on January 8, 2018. The *Internal Audit Charter* was then submitted to and approved by the Radford University Board of Visitors at the meeting held on February 16, 2018. The President signed the *Internal Audit Charter* on February 22, 2018.

Effective July 2, 2021, the *Internal Audit Charter*, was reviewed by the oversight department and no substantive revisions were deemed necessary. Minor editorial changes were made that did not affect the substance or intent of the policy.

The *Internal Audit Charter* was revised to conform to changes outlined in the 2024 Institute of Internal Auditors Global Internal Audit Standards. The revised *Internal Audit Charter* was submitted to and approved by the President's Cabinet on November 25, 2024. The revised *Internal Audit Charter* was then submitted to and approved by the Radford University Board of Visitors at the meeting held on December 6, 2024. The President signed the revised *Internal Audit Charter* on December 17, 2024.

Bret Danilowicz, Ph.D., President ***(signature)*** **DATE:** 12/17/24

For questions or guidance on a specific policy, contact the Oversight Department referenced in the policy.

RADFORD UNIVERSITY BOARD OF VISITORS
Business Affairs and Audit Committee
September 17, 2026

Information Item
Institute of Internal Auditors - Global Internal Audit Standards
The Essential Relationship Between the Board and the Internal Audit Function

Background: The 2017 International Standards for the Professional Practice of Internal Auditing often stated or implied an expectation for the Board and senior management to take certain actions; however, they did not frame such actions as essential to the internal audit function's ability to fulfill the Purpose of Internal Auditing *(*)*. In 2024, the Institute of Internal Auditors (IIA) replaced the 2017 document with the Global Internal Audit Standards (Standards), which require the Chief Audit Executive (CAE) to discuss with the Board and senior management the roles and responsibilities of each party. The Standards outline those "essential conditions" which are necessary for an effective partnership between the Board, senior management, and the CAE in three principles, with the expectations of the Board outlined below.

Principle 6 – Authorized by the Board
The Board establishes, approves, and supports the mandate of the internal audit function.

1. Determine the appropriate authority, role, and responsibilities of the internal audit function (internal audit mandate).
2. Approve the internal audit charter, internal audit plan, budget, and resource plan.
3. Ensure that the CAE reports to a level within the organization that allows the internal audit function to fulfill the internal audit mandate.
4. Specify that the internal audit function should have unrestricted access to the data, records, information, personnel, and physical properties.
5. Inquire whether any restrictions on the internal audit function's scope, access, authority, or resources limit the function's ability to carry out its responsibilities.
6. Meet periodically with the CAE in private.

Principle 7 – Positioned Independently
The Board establishes and protects the internal audit function's independence and qualifications.

1. Establish a direct reporting relationship with the CAE and the internal audit function.
2. Authorize the appointment and removal of the CAE.
3. Engage with senior management to appoint a CAE with the qualifications and competencies necessary to manage the internal audit function.
4. Provide input to senior management to support the CAE's performance evaluation and remuneration.
5. Approve any roles or responsibilities for the CAE that are beyond the scope of internal auditing.
6. Engage with senior management and the CAE to establish appropriate safeguards if CAE roles and responsibilities impair the internal audit function's independence.

<u>Principle 8 – Overseen by the Board</u>

The Board oversees the internal audit function to ensure the function's effectiveness.

1. Communicate the Board's perspective on the organization's strategies, objectives, and risks to assist the CAE with determining internal audit priorities.
2. Set expectations with the CAE for:
    a. The frequency that the Board wants to receive communications from the CAE.
    b. The criteria for determining which issues should be escalated to the Board.
    c. The process for escalating matters of importance to the Board.
3. Discuss with the CAE any disagreements with senior management or other stakeholders.
4. Collaborate with senior management to ensure the internal audit function has sufficient resources, considering the impact of insufficient resources on the internal audit mandate and plan, and engaging with senior management and the CAE on a solution if resources are determined to be insufficient.
5. Discuss the quality assurance and improvement program with the CAE.
6. Approve the internal audit function's performance objectives at least annually.
7. Assess the effectiveness and efficiency of the internal audit function.
8. Discuss plans to have an external quality assessment (EQA) of the internal audit function conducted by an independent, qualified assessor or assessment team.
    a. Collaborate with the CAE to determine the scope and frequency of the EQA.
    b. Review and approve the CAE's plan for the performance of an EQA.
    c. Receive the complete results of the EQA directly from the assessor.
    d. Review and approve the CAE's action plans to address identified deficiencies and opportunities for improvement, if applicable.
    e. Approve a timeline for completion of the action plans and monitor the CAE's progress.

(*) IIA Purpose of Internal Auditing –

Internal Auditing strengthens the organization's ability to create, protect, and sustain value by providing the board and management with independent, risk-based, and objective assurance, advice, insight, and foresight.

Internal Auditing enhances the organization's successful achievement of its objectives; governance, risk management, and control processes; decision-making and oversight; reputation and credibility with its stakeholders; and ability to serve the public interest.

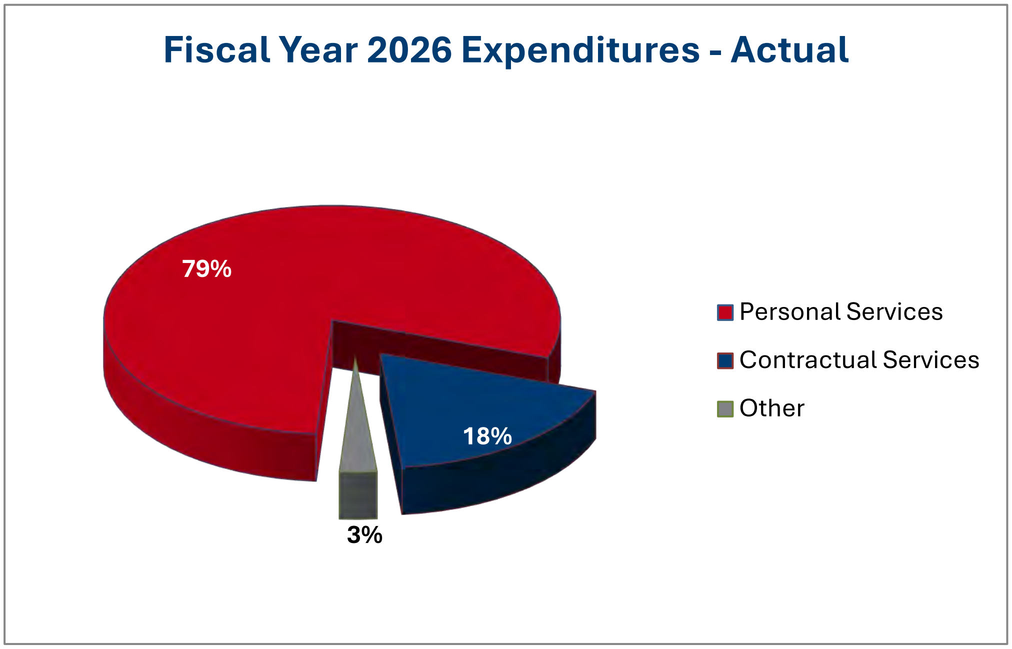
Internal Auditing is most effective when it is performed by competent professionals in conformance with the Global Internal Audit Standards, which are set in the public interest; the internal audit function is independently positioned with direct accountability to the board; and internal auditors are free from undue influence and committed to making objective assessments.

Audit and Advisory Services

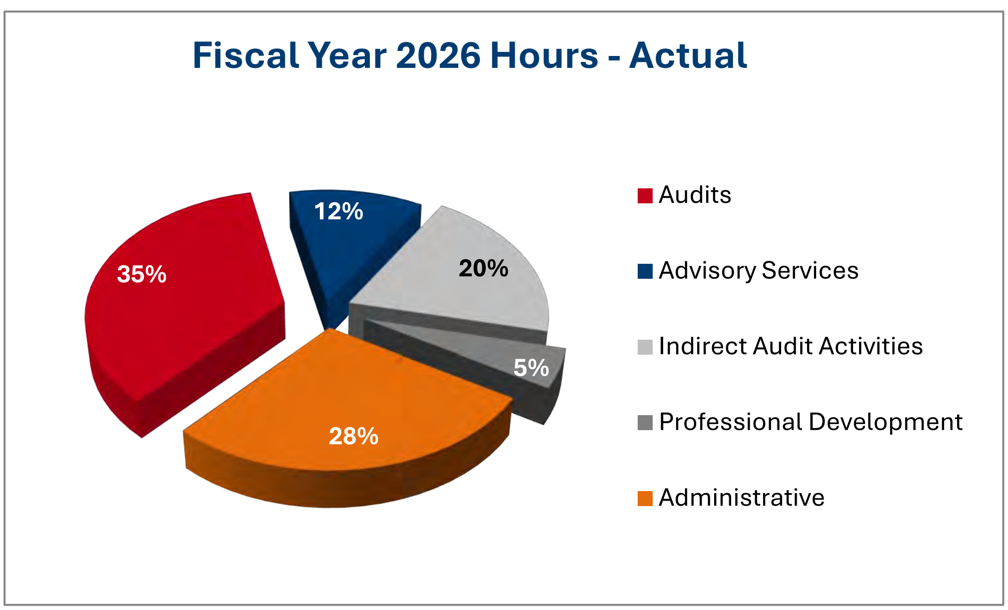
Fiscal Year 2026 Activity Report

Projects During Past Year
AUDITS - Completed
College Transition Audit - College of Humanities & Behavioral Sciences
College Transition Audit - College of Visual & Performing Arts
College Transition Audit - Davis College of Business & Economics
Information Technology - Cloud-Hosted Applications - Applicant Insight
Information Technology - Cloud-Hosted Applications - I-9 HQ
Information Technology - CBORD - Doors
Information Technology - Global Facilities Management System
Information Technology - IVS - Center for Assessment & Psychological Services
Information Technology - IVS - Communication Sciences & Disorders
AUDITS - In Process
College Transition Audits - University-Wide Issues
Information Technology - Cloud-Hosted Applications - Banner
Information Technology - Milestone Video
Information Technology - Southern Software
Protection of Minors on Campus
INVESTIGATIONS - None for Fiscal Year 2026
ANNUAL/ROUTINE AUDIT PROJECTS - Completed
Follow-up on Internal Audit Report Issues (47)
Follow-up on Auditor of Public Accounts (APA) Issues (5)
Inventory - June 30, 2025
University Discretionary Fund Reviews (4 quarters)
OTHER AUDIT PROJECTS - Completed
Indirect Audit Activities
Coordination of APA Audit
Over 80 Management Advisory Projects

Audit and Advisory Services

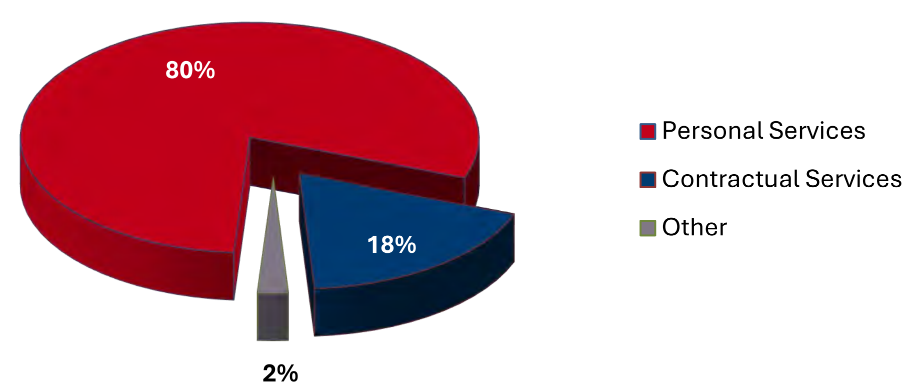


"Other" includes expenditures for travel, printing/postage/copier, telecommunications, and supplies & materials.



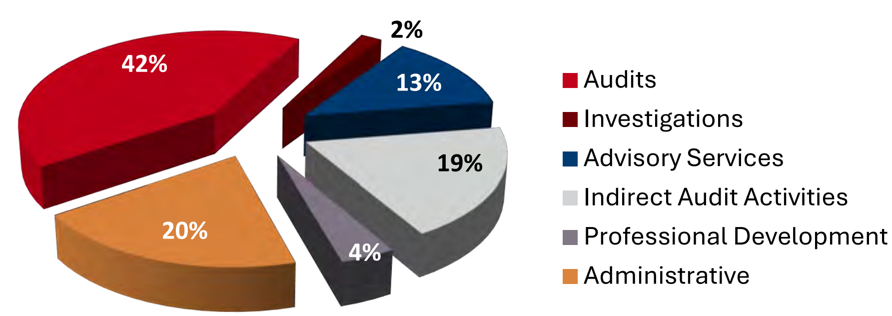
Radford UNIVERSITY | Audit and Advisory Services

Fiscal Year 2027 Expenditures - Projected



"Other" includes expenditures for travel, printing/postage/copier, telecommunications, and supplies & materials.

Fiscal Year 2027 Hours - Projected



Audit and Advisory Services

BALANCED SCORECARD
Fiscal Year 2026

#	Measurement Goal/Criteria	Goal	Results
Personnel			
1.	Maintain acceptable percentage of audit staff (employees or contractors) with professional certifications or advanced degrees.	Between 75%-100%	100%
2.	Each staff member obtains an acceptable number of professional continuing education hours per calendar year.	At least 40 hours	71 hours
Productivity			
3.	Maintain an acceptable "administrative time" utilization ratio, based on hours worked.	25% or less	28%
Reporting			
4.	Provide the Business Affairs and Audit Committee with periodic status updates.	Between 3-4 times/year	4 times
Quality and Effectiveness			
6.	Maintain a steady volume of requests that seek advisory services	At least 85% of prior year	96%
7.	Maintain an acceptable percentage of business issues accepted by management.	Between 90%-100%	100%

Status Updates on 2025-2026 Goals

1. Obtain acceptance by management for 90% of business issues identified in internal audits.

   Status: 100% were accepted.

2. Help enhance the University's Information Technology (IT) posture by executing IT audit projects annually in accordance with the five-year IT Audit Plan (24%).

   Status: 17% of the five-year plan completed.

3. Perform follow-up procedures on 100% of external audit findings to help the University achieve no repeat findings from the Auditor of Public Accounts.

   Status: 100% of external audit findings were followed up on.

Goals - FY 2026-2027

90% — Obtain acceptance by management for business issues identified in internal audits.

30% — Help enhance the University's Information Technology (IT) posture by executing IT audit projects annually in accordance with the five-year IT Audit Plan.

100% — Perform follow-up procedures on external audit findings to help the University achieve no repeat findings from the Auditor of Public Accounts

RADFORD UNIVERSITY – OFFICE OF AUDIT & ADVISORY SERVICES
Inventory Audit
As of June 30, 2026

BACKGROUND

The University's Inventory asset on the Statement of Net Position is composed of warehouse supplies inventory and fuel inventory. The inventory totaled $519,276 as of June 30, 2026, and was composed of the following amounts:

Warehouse supplies inventory	$448,995
Fuel inventory	70,281
Total	$519,276

The University's inventory is managed by the Facilities Finance and Administration unit of Facilities Management.

OBJECTIVES AND SCOPE

The scope of the review was the University's warehouse supplies inventory and fuel inventory. The objectives were to determine if the inventory appeared to be accurately counted and recorded as of June 30, 2026, and to provide the results to the Financial Reporting department for updating the University's records.

In accomplishing the objectives, our procedures included inventory observations, performing test counts of the physical inventory taken, tracing test counts to the inventory listing, and verifying the accuracy of the final listings as to quantity and total cost. Verifying the accuracy of inventory unit costs was outside of the scope of our procedures.

CONCLUSION

Based upon this work, we concluded that the June 30, 2026, inventory appeared to be accurately counted, recorded, extended, and totaled in all material respects. The information necessary to update the University's records has been provided to the Financial Reporting department.

BUSINESS ISSUES

No business issues were identified.

RADFORD UNIVERSITY – OFFICE OF AUDIT & ADVISORY SERVICES
Information Technology Audit – CBORD - Doors
June 3, 2026

BACKGROUND

CBORD is an on-premise campus credential and transaction management system that Radford University uses to help control physical access to facilities and to assist the University in operating the ONE Card program. CBORD, which is also referred to as CSGOLD, serves at the backbone platform that connects a person's identity (e.g., student, faculty, staff, vendor) to physical access, dining, spending, and related campus services through a single credential.

The two functions of CBORD, electronic door access and financial operations related to the ONE Card, are handled by separate organizational units. This audit is only for the portion related to electronic door access (CBORD – Doors). The system ownership and data ownership of CBORD – Doors is the responsibility of the Department of Public Safety, and the system administration is the responsibility of Information Technology Services (ITS).

OBJECTIVE AND SCOPE

The objective of this audit was to assess the following security measures and controls:

1. Application administration, including password management, application-level security settings, and granting and removing user access,
2. Application maintenance, specifically upgrading and updating the application to address security risks, and
3. Business continuity or recovering the application and minimizing downtime following an incident.

The scope of this review was for the CBORD – Doors portion of the application. The following were assessed:

Access Management	Physical Security
Change Management	Remote Access Management
Data Management	Application-level Security Settings
Password Management	System and Data Backup and Recovery

The audit was performed by both the Office of Audit and Advisory Services and Securance Consulting who was contracted by the Office of Audit & Advisory Services.

CONCLUSION

At the time of the audit and relative to the controls and processes reviewed, they appeared adequate to provide reasonable assurance that the objective noted above is being met. However, we identified the following business issues.

BUSINESS ISSUES

The following issues were identified in this audit. Pages 2-6 contain information on planned actions and completion dates; accordingly, those pages are an integral part of this report.

1. Revisions are needed to the Facilities Access Control Policy.
2. Processes for administering electronic door override access need strengthening.
3. Management of temporary electronic door access should be improved.
4. Improvements are needed in access reviews.
5. Key role assignments need to be updated.
6. Updates are needed to the System Security Plan.
7. The System Access Request Form should be revised to align with current practices.

RADFORD UNIVERSITY – OFFICE OF AUDIT & ADVISORY SERVICES
Information Technology Audit – CBORD - Doors
June 3, 2026

BUSINESS ISSUE	PLANNED ACTION	COMPLETION DATE
1. Revisions are needed to the Facilities Access Control Policy (Policy) to reflect current processes for Electronic Access Controls. Examples noted include the following: • The oversight departments for the Policy do not reflect that the Department of Public Safety has assumed oversight of certain functions related to electronic access. • A “Door Access Request” form is referenced and included in the Policy, but it ceased being used in September 2025. • The Policy does not address the process for obtaining override access privileges and the approvals required. • Temporary access requests appear to be received at least monthly, but temporary access is not addressed in the Policy. • The Policy describes processes for electronic access removals that appear to have changed. • The Policy indicates that certain administrators may designate an Electronic Access Approver who can add or remove electronic access on a case-by-case basis without prior approval. It appears that this practice has been discontinued. • The Policy indicates that the electronic lock/unlock schedule for a new facility is determined by positions outside of the Department of Public Safety, which approves those schedules. • Although multiple doors have been assigned to one of three groups considered high-risk doors, the Policy does not address high-risk doors, including the process for identifying a door as high-risk, who has the authority to designate a door as high-risk, whether a periodic review of doors is required, etc.	1.1 The Department of Public Safety will lead revisions to the Facilities Access Control Policy to align it with current operational practices, governance responsibilities, and audit recommendations related to electronic access controls. The revised policy will • Formally designate the Department of Public Safety as the primary oversight authority for electronic access control governance and related approval processes, with Facilities Management and ITS continuing to serve as key operational partners; • Replace outdated references to paper-based forms with the current Kuali Electronic Door Access request process implemented in September 2025; • Establish formal procedures for requesting, approving, monitoring, and periodically reviewing override access privileges, including required justification, approval authority, and duration of access; • Define processes for temporary access requests, including sponsorship, approval, and automatic expiration requirements; • Update procedures related to electronic access removal to reflect current operational practices and coordination with Human Resources and other applicable departments; • Remove outdated language related to decentralized Electronic Access Approvers and clarify centralized approval authority through the Department of Public Safety; • Revise authority and approval processes related to building lock/unlock schedules; • Add a formal section defining high-risk doors, including designation criteria, approval authority, enhanced security requirements, and periodic review processes.	October 15, 2026
	1.2 Department standard operating procedures will be developed or updated as needed to document operational processes, including notification triggers, approval workflows, access removal timelines, and review procedures.	October 15, 2026

<table>
<tr><th>BUSINESS ISSUE</th><th>PLANNED ACTION</th><th>COMPLETION DATE</th></tr>
<tr><td rowspan="2">2. Processes for administering electronic door override access need strengthening. Door override access is maintained as a privilege on a user's OneCard. Override privileges allow a user to override the current operational state of a door.

It appears that nearly 600 users have some form of door override privileges. In a review of 30 of those users, 17 users (57%) had no supporting documentation for that privilege on file, and for the other 13 users, the supporting documentation was inconsistent. Also, we were unable to verify whether the privileges were properly approved because the override approval requirements have not been documented.

Granting this privilege without adequate documentation and approval increases the risk that users may hold override access without proper authorization, thereby increasing the potential exposure to unauthorized facility access, loss of physical security controls, and difficulty in establishing accountability in the event of a security incident.</td><td>2.1 The Department of Public Safety will lead the revision of the Facilities Access Control Policy to outline the process for requesting, approving, documenting, and periodically reviewing override access privileges. The revised policy will establish criteria for eligibility, required business justification, approval authority through the Department of Public Safety, documentation retention requirements, and defined access durations.</td><td>October 15, 2026</td></tr>
<tr><td>2.2 All current override access privileges are being reviewed. Access that is determined to be unsupported, unnecessary, undocumented, or inconsistent with business need will be removed. Users requiring continued override access will be required to submit updated requests through the formal approval process with appropriate supporting documentation maintained on file.</td><td>December 1, 2026</td></tr>
<tr><td rowspan="2">3. Management of temporary electronic door access should be improved. Temporary electronic door access may be granted to certain users, such as vendors, contractors, users with an event-based need, etc. Per management, these requests are received once or twice a month.

• There is not a standard way in which these requests are received.
• There doesn't appear to be a standard process regarding their duration. Some are configured with expiration dates, but for others, reminders are set up to remove access manually.
• There is not a periodic review of users with temporary access.

Establishing standard practices helps ensure consistency in access controls, and periodic reviews could help ensure that temporary access is not inadvertently retained long term.</td><td>3.1 The Department of Public Safety will lead the revision of the Facilities Access Control Policy to formally define temporary electronic access processes for contractors, vendors, event participants, and other non-standard users. The revised policy and supporting procedures will establish a standardized process for requesting, approving, documenting, and managing temporary access requests, including required business justification, sponsor accountability, approval authority, and defined access duration limits.</td><td>October 15, 2026</td></tr>
<tr><td>3.2 Periodic reviews and reporting of temporary access assignments will be conducted at least twice annually to ensure temporary access privileges are appropriately maintained, removed when no longer needed, and not inadvertently retained long term.</td><td>January 1, 2027</td></tr>
</table>

BUSINESS ISSUE	PLANNED ACTION	COMPLETION DATE
4. Improvements are needed in access reviews.		
4.1 System access – There are two categories of system users: Active Oracle Users (37 users) and Active Patron Group Users (116 users), with some users belonging to both categories. The users are assigned to one or more groups. For Active Oracle Users, there were at least 70 different groups, with each group having certain capabilities. At least one of those groups appears to have elevated privileges. The Radford University IT Security Standard 5.2.2.6 requires that System Owners and Data Owners must document an annual review of all user accounts with elevated access privileges for the user's continued need for that access. However, it appears that an annual review is not being done.	4.1.1 The Department of Public Safety will develop written procedures outlining the review process, identification of elevated-access groups, documentation requirements, and responsible personnel.	October 15, 2026
	4.1.2 The Department of Public Safety, in coordination with the System Owner and Data Owner, will implement and document an annual review of users with elevated system access privileges.	January 1, 2027
	4.1.3 The annual review and documentation process will be formally incorporated into the Facilities Access Control Policy to ensure ongoing compliance, accountability, and consistency in future access management practices.	October 15, 2026
4.2 High risk doors access - Multiple doors (approximately 94) have been assigned to one of three groups designated as high-risk doors. However, there is not a periodic review of users who have access to those high-risk doors to ensure that access remains appropriate. A periodic review helps decrease the risk that users have inappropriate access to areas deemed high-risk.	4.2.1 The Department of Public Safety will develop written procedures outlining the review process, documentation requirements, and responsible personnel.	October 15, 2026
	4.2.2 The Department of Public Safety, in coordination with the System Owner and Data Owner, will implement and document an annual review of users assigned access to designated high-risk doors.	January 1, 2027
	4.2.3 The annual review and documentation process will be formally incorporated into the Facilities Access Control Policy to ensure ongoing compliance, accountability, and consistency in future access management practices.	October 15, 2026

BUSINESS ISSUE	PLANNED ACTION	COMPLETION DATE
5. Updates are needed to assign key roles to the Doors portion of CBORD. In addition to electronic door access (Doors), this system is used to manage operations related to the University's OneCard. In practice, those two functions are handled by separate organizational units, and different employees perform the key roles of System Owner and Data Owner. However, the Information Technology Services (ITS) Sensitive System Inventory reflects only the information pertaining to the OneCard portion of the system, and it does not include the Doors portion. Documenting the system and the key roles to accurately reflect the current practices promotes clear accountability and operational efficiency and helps ensure that the appropriate individuals receive the required training.	5. ITS will add an additional CBORD Business Service to the ServiceNow Business Services list to reflect the separate ownership and use of the system by two different organizational units at the University.	July 24, 2026
6. Updates are needed to the System Security Plan (SSP). Specifically, in addition to electronic door access, this system is used to manage operations related to the University's OneCard. In practice, those two functions are handled by separate organizational units, and different employees perform the key roles of System Owner and Data Owner. However, the SSP reflects only the information pertaining to the OneCard portion of the system, and it does not include the Doors portion. SSPs, which are required for all sensitive systems by the Information Technology Security Standard, document the security controls required to demonstrate adequate protection of information systems against security risks, including those risks identified in risk assessments. Having an outdated SSP could result in an ineffective or untimely response to a security event.	6. ITS will collaborate with the System Owner to create a separate SSP, along with a separate entry in ServiceNow to reflect the different functions and organizational units responsible for the different portions of the system.	July 24, 2026

BUSINESS ISSUE	PLANNED ACTION	COMPLETION DATE
7. Updates are needed to the System Access Request Form to reflect current processes. Examples noted include the following: • In the past, the “CS Gold System Access Request Form” was used to request a system account. However, there is a “Door Access” option on the form, which was used to request an account to manage door access for other users. • The Radford University IT Security Standard 5.2.2 requires that a user’s request for access to a sensitive system must be approved by the user’s supervisor. There is not a place on the form for the supervisor’s approval. • Access to a sensitive system must also be approved by the Data Owner. In practice, Data Owner responsibilities for this system appear to be split between different individuals according to the functions performed by the system: one Data Owner for the Doors function and one Data Owner for the OneCard function. However, the form has not been updated to reflect that split.	7. The Department of Public Safety will update the CS Gold System Access Request Form to include adding clarity that the form is to establish a system account, removing options that are not applicable, and adding approval requirements for the user’s supervisor and the Data Owner.	Complete

RADFORD UNIVERSITY – OFFICE OF AUDIT & ADVISORY SERVICES
Information Technology Audit – Milestone
August 12, 2026

BACKGROUND

Milestone – XProtect (Milestone) is an on-premise video recording and management system that serves as the centralized platform for public-safety video surveillance across the Radford campus. This system allows authorized personnel to view, store, and manage video footage from one centralized location, and access can be controlled to allow other authorized users to see specific real-time footage as needed. Milestone has the capability to record and retain video for designated periods in support of public-safety investigations and records requests.

The system ownership and data ownership of Milestone is the responsibility of the Department of Public Safety, and the system administration is the responsibility of Information Technology Services.

OBJECTIVES AND SCOPE

The objective of this audit was to assess the following security measures and controls:

1. Application administration, including password management, application-level security settings, and granting and removing user access,
2. Application maintenance, specifically upgrading and updating the application to address security risks,
3. Business continuity or recovering the application and minimizing downtime following an incident, and

The scope of this review was the Milestone system. The following were assessed:

Access Management	Audit Logging
Password Management	Application Change Management
Remote Access Management	System and Data Backup and Recovery
Video Retention/Evidence Handling	Camera/Asset Inventory
Application-level Security Settings	Physical Security of Supporting Infrastructure
Network Security	Privacy Compliance

The audit was performed by both the Office of Audit and Advisory Services and Securance Consulting who was contracted by the Office of Audit & Advisory Services.

CONCLUSION

At the time of the audit and relative to the controls and processes reviewed, they appeared adequate to provide reasonable assurance that the objective noted above is being met. However, we identified the following business issues.

BUSINESS ISSUES

The following issues were identified in this audit. Pages 2-6 contain information on planned actions and completion dates; accordingly, those pages are an integral part of this report.

1. Improvements are needed in backup and recovery practices.
2. Improvements are needed in logging practices.
3. The Radford University Camera-Use Policy is outdated.
4. Improvements are needed in the documentation of surveillance camera lifecycle procedures.
5. There is no System Security Plan.
6. Improvements are needed in account management practices.

BUSINESS ISSUE	PLANNED ACTION	COMPLETION DATE
1. Improvements are needed in backup and recovery practices. Specifically,		
1.1 Recorded video data is retained on each camera's removable SD card in addition to the system servers; however, the SD card does not constitute a reliable backup solution because it represents a single point of storage and is susceptible to failure, loss, corruption, or physical damage. A reliable backup process is necessary to ensure that critical video data is available when needed and the Recovery Point Objective (RPO) can be met. The RPO is the maximum amount of data, measured in time, that the University can afford to lose after a disaster or system failure. Not backing up the system's configurations could prevent the timely recovery of the system. Although management could temporarily stand up a virtual management server and prevent a single point of failure, configuration backups are necessary to ensure the Recovery Time Objective (RTO) can be met. The RTO is the maximum amount of time that the system can be down before it is restored.	1.1 Information Technology Services will 1.1.1 Develop and document backup procedures for the system and its data. 1.1.2 Implement a regular backup process for the system and its data.	 November 15, 2026 November 15, 2026
1.2 This system is not included in the IT Disaster Recovery Plan. During the audit, the classification of the system was changed to be a Business Impact Analysis (BIA) Essential system. BIA Essential systems should be included in the IT Disaster Recovery Plan. Additionally, the Radford University IT Security Standard (Standard) (3.4.2.12) requires that for on-premise BIA Essential systems, there must be documented backup and recovery procedures that are tested at least annually, in accordance with the University's Continuity of Operations Plan.	1.2 Information Technology Services will 1.2.1 Add the system to the IT Disaster Recovery Plan. 1.2.2 Develop and document recovery procedures for the system. 1.2.3 Implement annual recovery testing for the system.	 December 15, 2026 December 15, 2026 December 15, 2026

BUSINESS ISSUE	PLANNED ACTION	COMPLETION DATE
2. Improvements are needed in logging practices. Specifically, current practices do not align with Radford University's Log Review and Storage Policy (IT-PO-5200) in two areas: 2.1 IT-PO-5200 requires that server log files are retained for at least 120 days. However, Milestone is configured to retain those files for 30 days. Audit logs that are retained for less than the period required by policy could reduce the ability to investigate security incidents, support legal or regulatory inquiries, and detect patterns of inappropriate access or activity that may emerge over longer periods. Insufficient retention also limits the evidentiary value of the logs in support of disciplinary or law-enforcement actions.	2.1 Information Technology Services (System Administrator) will increase the Milestone audit log retention from 30 days to at least 120 days.	October 1, 2026
2.2 IT-PO-5200 also requires that, where possible, events should be logged to a centralized log server. Although a Universal Forwarder is installed on the Milestone management server with the intent to collect and forward Milestone logs to the centralized log server, forwarding is not currently functional. When application audit logs are not centralized, the ability to correlate events across systems, generate alerts, and retain logs for the period required by policy is reduced. Logs that remain only on the application host are also more susceptible to loss or tampering should the host itself be compromised.	2.2 Information Technology Services will complete troubleshooting and configuration changes necessary to ensure Milestone audit logs are reliably forwarded to and ingested by the centralized log server and operating as intended.	October 1, 2026

BUSINESS ISSUE	PLANNED ACTION	COMPLETION DATE
3. The Radford University Camera-Use Policy (Policy) is outdated. The Policy, which covers four camera use “categories” (surveillance and security, portable and/or temporary, instructional and distance education, and public relations) was approved by the President’s Cabinet on April 17, 2008. It appears that the primary goal of the policy was to require assignment of information technology key roles (System Owner, Data Owner, and System Administrator) to each camera or camera system. However, there’s no evidence that it has been reviewed since then which has resulted in the Policy being outdated. For example: (a) the Policy is not in the standard template; (b) the Policy is not listed on the University’s policy website, and it is unable to be found through a search on the University’s website; and (c) the Policy references the Virginia Information Technologies Agency (VITA) and compliance with VITA, although the University has not been required to follow VITA since 2009.	3.1 Information Technology Services, in coordination with relevant areas, will determine if the Radford University Camera-Use Policy is still needed. 3.2 If it is needed, the policy will be updated as necessary, including addressing the items noted. If it is not needed, the policy will be rescinded, ensuring that the action is appropriately documented in the University’s records	October 1, 2026 May 1, 2027

BUSINESS ISSUE	PLANNED ACTION	COMPLETION DATE
4. Improvements are needed in the documentation of surveillance camera lifecycle procedures. Although it appears that management has processes in place for new camera placements, camera relocations, and camera removals (decommissioning), the processes appear to be informal and not documented. Without a documented surveillance camera lifecycle procedure, there is increased risk that cameras are added, relocated, or decommissioned without appropriate review, that the master camera inventory becomes inaccurate, or that decommissioned camera data is not handled in accordance with university policy. An inaccurate inventory also reduces the effectiveness of camera license management and physical asset accountability.	4. The Department of Public Safety, in coordination with Information Technology Services and other relevant University departments, will develop and implement formal written procedures governing the lifecycle of surveillance cameras. The Department of Public Safety will designate the official camera inventory record and assign responsibility for maintaining it. The existing Information Technology Services equipment-decommissioning procedures will be reviewed and incorporated where appropriate, particularly regarding devices that may retain data or system configuration information.	December 15, 2026
5. There is no System Security Plan (SSP) for the Milestone system. The Standard (4.2.2), requires that each sensitive IT system has a documented SSP. An SSP documents the security controls required to demonstrate adequate protection of information systems against security risks. Not having an SSP could result in an ineffective or untimely response to a security event.	5. Information Technology Services, in coordination with the System Owner and the Data Owner, will create an SSP for Milestone.	November 15, 2026

BUSINESS ISSUE	PLANNED ACTION	COMPLETION DATE
6. Improvements are needed in account management practices. Specifically,		
6.1 The Standard (5.2.2) requires that a user's request for access to a sensitive system must be approved by the user's supervisor. The Standard (2.2.6.6) also requires that access be approved by the sensitive system's Data Owner. Per our review of ten of 26 users, we noted the following: • The access for six users (60%) was not approved by the user's supervisor. • The access for eight users (80%) was not approved by the Data Owner. We further noted that there did not appear to be an access request form or consistent process in place that would readily document the user's request for access and the two required approvals.	6.1.1 The Department of Public Safety, in coordination with Information Technology Services, will develop and implement a standardized electronic access request and approval process for the Milestone System. 6.1.2 After the process is implemented, the Department of Public Safety will conduct a comprehensive review of all current Milestone users. Each user's continued access will be documented through the new process and supported by current supervisor and Data Owner approvals. Access that is unsupported, excessive, inconsistent with current duties, or no longer required will be modified or removed.	October 1, 2026 December 1, 2026
6.2. There was no documentation of formal periodic user access reviews. Periodic user access reviews serve as a key control to confirm that access is limited to current, authorized users and aligned with assigned responsibilities and access requirements. Without a formal, recurring review, separated personnel or users whose roles have changed may retain access beyond the business need.	6.2. The Department of Public Safety will 6.2.1 Develop and implement written procedures requiring a formal review of all Milestone user accounts at least annually. 6.2.2 Complete and document the initial review of all current users following adoption of the procedures.	 December 15, 2026 December 15, 2026

FOLLOW-UP AUDIT STATUS REPORT
BUSINESS AFFAIRS AND AUDIT COMMITTEE
SEPTEMBER 2026

Audit: APA Student Financial Assistance Programs Cluster 06/30/2024					
	Business Issue		Planned Action	Completion Date	Status
1.0	Radford University (Radford) personnel did not return unclaimed student financial aid funds to Education within the required timeframe. Upon review of the outstanding check list as of June 30, 2024, one student's refund contained $1,486 which had not been returned timely. University management indicated the error was due to employee turnover. In accordance with 34 CFR § 668.164(l), if an institution attempts to disburse the funds by check and the recipient does not cash the check, the institution must return the funds no later than 240 days after the date it issued that check or no later than 45 days after the rejection of an electronic funds transfer (EFT). By not returning funds timely, the institution is subject to federal non-compliance and potential adverse actions that may affect Radford participation in Title IV aid programs. Radford's management should ensure staff responsible for tracking unclaimed student financial aid have a thorough understanding of the federal requirements. If University personnel are unable to contact the federal aid recipient, and the check remains uncashed or the banking institution rejects the EFT, University personnel should cease attempts with the student and return the unclaimed funds to the Federal Department of Education within the required timeframe.	1.0	Financial Aid and the Controller's Office continue to monitor and revise internal procedures as needed to ensure compliance.	December 31, 2025 Revised to March 31, 2026 Revised to May 31, 2026 Revised to August 31, 2026	Follow-up is in process

Radford University | Audit and Advisory Services

FOLLOW-UP AUDIT STATUS REPORT
BUSINESS AFFAIRS AND AUDIT COMMITTEE
SEPTEMBER 2026

Audit: FY 2025 Inventory			
Business Issue	**Planned Action**	**Completion Date**	**Status**
1.0 Improvements are needed in the Facilities Management warehouse supplies inventory process related to recounts. During the FY 2025 year-end physical inventory, adjustments were made for items although they were not recounted until two quantities matched, as required by the inventory process procedures. We noted the following:	1.0 Facilities Management will review the inventory process and investigate whether automation exists in AiM to determine if a recount is necessary. If automation does not exist, Facilities Management will work to identify improvements that will be implemented for the FY 2026 inventory process.	June 30, 2026	Complete
1.1 Inventory adjustments were made before ensuring that inventoried items either matched the inventory system of record (AiM) quantity after Count 1 or had at least two counts that matched.			
1.2 If the Inventory Coordinator failed to manually check the “Recount” checkbox, the inventory item was adjusted and was not recounted although there were not two matching counts.			
1.3 If Count 1 of an inventory item did not match the quantity in AiM, and it was not recounted as it should have been, the Excel formula in the spreadsheet used erroneously concluded that Counts 2 and 3 (which were blank) matched.			

Radford University | Audit and Advisory Services

FOLLOW-UP AUDIT STATUS REPORT
BUSINESS AFFAIRS AND AUDIT COMMITTEE
SEPTEMBER 2026

Report: IT - Cloud-Hosted Applications - Account Management - I-9 HQ			
Business Issue	Planned Action	Completion Date	Status
3.0 The delivery of access credentials needs improvement. Details of this issue were communicated to management in a separate document marked Freedom of Information Act exempt under §2.2-3705.2(2) of the Code of Virginia due to it containing descriptions of security mechanisms.	3.1 Management provided a planned action under the same public disclosure exemption as noted in the business issue.	October 17, 2025 Revised to February 20, 2026 Revised to April 15, 2026 Revised to June 15, 2026	Complete
	3.2 Management provided a planned action under the same public disclosure exemption as noted in the business issue.	October 17, 2025 Revised to February 20, 2026 Revised to April 15, 2026 Revised to June 15, 2026	Complete

FOLLOW-UP AUDIT STATUS REPORT
BUSINESS AFFAIRS AND AUDIT COMMITTEE
SEPTEMBER 2026

Report: IT – Intelligent Video Solutions - CAPS			
Business Issues	Planned Actions	Completion Date	Status
1.1 Improvements are needed in account management practices: The Radford University IT Security Standard (Standard) requires that user access be based on the principle of least privilege and that access should be promptly removed when it is no longer required. Although the Data Owner reviews user accounts each semester, there appear to be three accounts that were established when the system was implemented to demonstrate functionality, and these accounts no longer appear to be needed. Of these accounts, two were assigned the Administrator role. Allowing users to have access to data, functions, or capabilities beyond what is necessary for their jobs can increase security risks.	1.1 The System Owner and the Data Owner will review accounts that have access to the system and remove those that are no longer necessary.	June 1, 2026	Complete
1.2 Improvements are needed in account management practices: The Standard prohibits the use of shared (unnamed) accounts to access sensitive systems. This system has one shared (unnamed) account that has been established for emergency/backup purposes for the application administrator. Using such accounts can result in a lack of user accountability and increased security risk.	1.2 The System Owner and the Data Owner, in coordination with Information Technology Services (ITS), will determine if there is a need for a backup administrative account. If so, it will be tied to an individual account rather than a group account, and the shared account will be deleted.	June 1, 2026 Revised to July 31, 2026	Complete

FOLLOW-UP AUDIT STATUS REPORT
BUSINESS AFFAIRS AND AUDIT COMMITTEE
SEPTEMBER 2026

Report: IT – Intelligent Video Solutions – CAPS (Continued)			
Business Issues	Planned Actions	Completion Date	Status
2.0 Improvements are needed in password management practices. The IVS application, which uses locally-managed application credentials, lacks the capability to comply with password management requirements outlined in the Standard. Also, the application does not permit users to change their own passwords. It was noted that Active Directory integration is not being used, although the application would support the use of it. Weak password rules are a significant contributor to system breaches, and an ineffective password strategy places an application and its data at risk of unauthorized access and data exfiltration.	2.1 The System Owner and the Data Owner will work with ITS to integrate the application and Active Directory.	August 1, 2026	Complete
	2.2 ITS will implement application account/password expiration until Active Directory is fully integrated.	June 1, 2026	Complete
3.0 During our review we were unable to verify database server security. Specifically, ITS provided documentation related to access to the host server; however, the documentation provided did not support the attestation that access was restricted. Ensuring that access is appropriately restricted protects the integrity of the data and reduces the risk of breaches.	3.0 The Application Administrator will work with the IT infrastructure team to get clear outlines of permissions regarding access to the host server. This will include, but not be limited to, a review of physical spaces, database access, and VPN access to ensure that access is restricted and that the database is secure.	August 1, 2026	Complete

Radford University | Audit and Advisory Services

FOLLOW-UP AUDIT STATUS REPORT
BUSINESS AFFAIRS AND AUDIT COMMITTEE
SEPTEMBER 2026

Report: IT – Intelligent Video Solutions – CAPS (Continued)					
Business Issues		Planned Actions		Completion Date	Status
4.0	Improvements are needed in the change control process. Specifically, Based on ITS' attestation of system changes that were observed during the audit, it appears that the Radford University Change Control Policy (IT-5201) was not followed for changes made to the application and server in November 2025, as those changes were not documented. The policy requires that such changes be documented through a change request in ServiceNow; however, there was no change request entered. Without a change request, there is no record of what changes are made, when they are made, who made them, and why they are made. Additionally, two change requests for the IVS applications and servers did not appear to be properly documented.	4.1	ITS will include change management in the annual System Administrator security training.	August 1, 2026	Complete
		4.2	ITS will develop and implement a written procedure to require the review of changes quarterly, to ensure that they are being classified correctly and that critical information related to the change is documented. This process will include corrective consultation for staff who inaccurately classify change control tickets.	August 1, 2026	Complete
5.0	A lack of separation of duties was identified due to the one user who adds, modifies, and removes system access also being the Data Owner for the system. The Standard prohibits a Data Owner from performing these functions, which are duties of an Application Administrator, to prevent conflicts of interest. The system does have an assigned Application Administrator. This lack of separation of duties increases the risks of conflicts of interest and lack of accountability.	5.0	The System Owner will review the system roles and update the Data Owner or Application Administrator roles after reviewing the business needs more thoroughly.	August 1, 2026 Revised to September 9, 2026	In Process

FOLLOW-UP AUDIT STATUS REPORT
BUSINESS AFFAIRS AND AUDIT COMMITTEE
SEPTEMBER 2026

Report: IT – Intelligent Video Solutions – CAPS (Continued)			
Business Issue	Planned Action	Completion Date	Status
6.0 Evaluation and clarifications are needed regarding the attributes assigned to the system. Specifically: a. The system and its data are not backed up. However, the system has assigned attributes of 48 hours for both the Recovery Point Objective and the Recovery Time Objective. This means that two days' worth of data is the maximum that can be lost, and two days is the tolerable downtime for this system. Neither of these attributes align with not having data backed up. b. The VPN attribute has "False"; however, the User Access Req attribute indicates the use of a restricted VPN. These attributes do not appear to align with each other. c. The Data Classification attribute classifies the data as "protected". However, the system contains videos of services provided to individuals in a clinical setting. This data could reveal an individual's health condition and/or history of health services use and, therefore, appears to meet the University's definition of "highly sensitive", instead of "protected" data, as defined in University's Data Storage and Media Protection Policy (IT-PO-5102). Accurate evaluation and documentation of system attributes are necessary to help ensure systems are appropriately managed and proper controls are in place.	6.0 ITS will review the classification of the system with the System Owner and the Data Owner and update the attributes as needed. If the updates impact business processes, ITS will determine the necessary changes and identify the timeline to implement.	June 1, 2026 Revised to September 1, 2026	Follow-up is in process

FOLLOW-UP AUDIT STATUS REPORT
BUSINESS AFFAIRS AND AUDIT COMMITTEE
SEPTEMBER 2026

Report: IT – Intelligent Video Solutions – CAPS (Continued)			
Business Issue	Planned Action	Completion Date	Status
7.0 There is no System Security Plan (SSP) for IVS - CAPS. The Standard requires that each sensitive IT system has a documented SSP. An SSP documents the security controls required to demonstrate adequate protection of information systems against security risks. Not having an SSP could result in an ineffective or untimely response to a security event.	7.0 ITS will work with the System Owner, the Data Owner, and the Application Administrator to create a System Security Plan for this system.	July 1, 2026	Complete
8.0 System logs were not retained for the required period. The University's Log Review & Storage Policy (IT-PO-5200) requires log files to be retained for at least 60 days. Log retention settings within the IVS application appeared adequate to ensure compliance with the policy. However, log files within that 60-day timeframe were not available at the time of our audit. Management indicated that all logs had been reset during November 2025 when a system update occurred, and because the system is not backed up, the logs could not be recovered.	8.0 ITS will ensure that the server logs are accessible and retained in compliance with the University's Log Review and Storage Policy.	August 1, 2026	Complete

Radford University | Audit and Advisory Services

FOLLOW-UP AUDIT STATUS REPORT
BUSINESS AFFAIRS AND AUDIT COMMITTEE
SEPTEMBER 2026

<table>
<tr><th colspan="4">Report: IT – Intelligent Video Solutions - COSD</th></tr>
<tr><th>Business Issue</th><th>Planned Action</th><th>Completion Date</th><th>Status</th></tr>
<tr><td>1.1 Improvements are needed in account management practices:

Shared Accounts: The Radford University IT Security Standard (Standard) prohibits the use of shared (unnamed) accounts to access sensitive systems. COSD uses role-based groups within the application to manage permissions; however, shared accounts are then used within those groups. Each individual user within a group is issued the same username and password as every other individual in that group, rather than being issued a unique username and password. At the time of our audit, there were

• 12 faculty users with the same username and password in the “Faculty and Staff” group

• 30 student users with the same username and password in the “Student Clinician” group.

Using shared accounts can result in a lack of user accountability and increased security risk.</td><td>1.1 The System Owner and the Data Owner will work with Information Technology Services (ITS) to suspend the use of shared accounts within IVS and convert to named user accounts for all users.</td><td>June 1, 2026
Revised to
July 31, 2026</td><td>Complete</td></tr>
</table>

FOLLOW-UP AUDIT STATUS REPORT
BUSINESS AFFAIRS AND AUDIT COMMITTEE
SEPTEMBER 2026

Report: IT – Intelligent Video Solutions – COSD (Continued)			
Business Issue	Planned Action	Completion Date	Status
1.2 Improvements are needed in account management practices: Documentation: Although system access is approved by the Data Owner before being granted, the approval is not documented. Also, although it appears that user accounts are reviewed each semester for continued need to access the system, reviews are not documented as required by the Standard. Not having consistent practices and/or not documenting those practices increases the risk that key control steps may not be performed, especially when there is employee turnover. This could increase the risk of unauthorized or unwarranted access to the system and data.	1.2 The System Owner, the Data Owner, and the Application Administrator will develop a documented procedure detailing how access is approved and reviewed annually. As part of this process the Application Administrator will maintain a spreadsheet to record access approvals, record modifications, and document annual reviews.	June 1, 2026 Revised to July 31, 2026	Complete
2.0 Improvements are needed in password management practices. The IVS application, which uses locally-managed application credentials, lacks the capability to comply with password management requirements outlined in the Standard. Also, the application does not permit users to change their own passwords. It was noted that Active Directory integration is not being used, although the application would support the use of it. Weak password rules are a significant contributor to system breaches, and an ineffective password strategy places an application and its data at risk of unauthorized access and data exfiltration.	2.1 The System Owner and the Data Owner will work with ITS to integrate the application and Active Directory.	August 1, 2026	Complete
	2.2 ITS will implement application account/password expiration until Active Directory is fully integrated.	June 1, 2026 Revised to July 31, 2026	Complete

Radford University | Audit and Advisory Services

FOLLOW-UP AUDIT STATUS REPORT
BUSINESS AFFAIRS AND AUDIT COMMITTEE
SEPTEMBER 2026

Report: IT – Intelligent Video Solutions – COSD (Continued)					
Business Issue		Planned Action		Completion Date	Status
3.0	During our review we were unable to verify database server security. Specifically, ITS provided documentation related to access to the host server; however, the documentation provided did not support the attestation that access was restricted. Ensuring that access is appropriately restricted protects the integrity of the data and reduces the risk of breaches.	3.0	The Application Administrator will work with the IT infrastructure team to get clear outlines of permissions regarding access to the host server. This will include, but not be limited to, a review of physical spaces, database access, and VPN access to ensure that access is restricted and that the database is secure.	August 1, 2026	Complete
4.0	Improvements are needed in the change control process. Specifically, Based on ITS' attestation of system changes that were observed during the audit, it appears that the Radford University Change Control Policy (IT-5201) was not followed for changes made to the application and server in November 2025, as those changes were not documented. The policy requires that such changes be documented through a change request in ServiceNow; however, there was no change request entered. Without a change request, there is no record of what changes are made, when they are made, who made them, and why they are made. Additionally, two change requests for the IVS applications and servers did not appear to be properly documented.	4.1	ITS will include change management in the annual System Administrator security training.	August 1, 2026	Complete
		4.2	ITS will develop and implement a written procedure to require the review of changes quarterly, to ensure that they are being classified correctly and that critical information related to the change is documented. This process will include corrective consultation for staff who inaccurately classify change control tickets.	August 1, 2026	Complete

FOLLOW-UP AUDIT STATUS REPORT
BUSINESS AFFAIRS AND AUDIT COMMITTEE
SEPTEMBER 2026

Report: IT – Intelligent Video Solutions – COSD (Continued)			
Business Issue	Planned Action	Completion Date	Status
5.0 A lack of separation of duties was identified due to the one user who adds, modifies, and removes system access also being the Data Owner for the system. The Standard prohibits a Data Owner from performing these functions, which are duties of an Application Administrator, to prevent conflicts of interest. The system does have an assigned Application Administrator. This lack of separation of duties increases the risks of conflicts of interest and lack of accountability.	5.0 The current Data Owner will become an Application Administrator, and a new Data Owner will be assigned.	June 1, 2026	Complete

Radford University | Audit and Advisory Services

FOLLOW-UP AUDIT STATUS REPORT
BUSINESS AFFAIRS AND AUDIT COMMITTEE
SEPTEMBER 2026

Report: IT – Intelligent Video Solutions – COSD (Continued)			
Business Issue	Planned Action	Completion Date	Status
6.0 Evaluation and clarifications are needed regarding the attributes assigned to the system. Specifically: a. The system and its data are not backed up. However, the system has assigned attributes of 48 hours for both the Recovery Point Objective and the Recovery Time Objective. This means that two days' worth of data is the maximum that can be lost, and two days is the tolerable downtime for this system. Neither of these attributes align with not having data backed up. b. The VPN attribute has "False"; however, the User Access Req attribute indicates the use of a restricted VPN. These attributes do not appear to align with each other. c. The Data Classification attribute classifies the data as "protected". However, the system contains videos of services provided to individuals in a clinical setting. This data could reveal an individual's health condition and/or history of health services use and, therefore, appears to meet the University's definition of "highly sensitive", instead of "protected" data, as defined in University's Data Storage and Media Protection Policy (IT-PO-5102). Accurate evaluation and documentation of system attributes are necessary to help ensure systems are appropriately managed and proper controls are in place.	6.0 ITS will review the classification of the system with the System Owner and the Data Owner and update the attributes as needed. If the updates impact business processes, ITS will determine the necessary changes and identify the timeline to implement.	June 1, 2026 Revised to September 1, 2026	Follow-up is in process

Radford University | Audit and Advisory Services

FOLLOW-UP AUDIT STATUS REPORT
BUSINESS AFFAIRS AND AUDIT COMMITTEE
SEPTEMBER 2026

Report: IT – Intelligent Video Solutions – COSD (Continued)			
Business Issue	Planned Action	Completion Date	Status
7.0 There is no System Security Plan (SSP) for IVS - COSD. The Standard requires that each sensitive IT system has a documented SSP. An SSP documents the security controls required to demonstrate adequate protection of information systems against security risks. Not having an SSP could result in an ineffective or untimely response to a security event.	7.0 ITS will work with the System Owner, the Data Owner, and the Application Administrator to create a System Security Plan for this system.	July 1, 2026	Complete
8.0 System logs were not retained for the required period. The University's Log Review & Storage Policy (IT-PO-5200) requires log files to be retained for at least 60 days. Log retention settings within the IVS application appeared adequate to ensure compliance with the policy. However, log files within that 60-day timeframe were not available at the time of our audit. Management indicated that all logs had been reset during November 2025 when a system update occurred, and because the system is not backed up, the logs could not be recovered.	8.0 ITS will ensure that the server logs are accessible and retained in compliance with the University's Log Review and Storage Policy.	August 1, 2026	Complete

Radford UNIVERSITY | Audit and Advisory Services

FOLLOW-UP AUDIT STATUS REPORT
BUSINESS AFFAIRS AND AUDIT COMMITTEE
SEPTEMBER 2026

<table>
<tr><th colspan="6">Report: IT – Global Facilities Management System</th></tr>
<tr><th colspan="2">Business Issue</th><th colspan="2">Planned Action</th><th>Completion Date</th><th>Status</th></tr>
<tr><td rowspan="3">1.0</td><td rowspan="3">PIN management and privacy practices need improvement. Details of this issue were communicated to management in a separate document marked Freedom of Information Act exempt under §2.2-3705.2(2) of the Code of Virginia due to it containing descriptions of security mechanisms.</td><td>1.1</td><td>Management provided a planned action under the same public disclosure exemption as noted in the business issue.</td><td>August 1, 2026</td><td>Complete</td></tr>
<tr><td>1.2</td><td>Management provided a planned action under the same public disclosure exemption as noted in the business issue.</td><td>August 1, 2026</td><td>Complete</td></tr>
<tr><td>1.3</td><td>Management provided a planned action under the same public disclosure exemption as noted in the business issue.</td><td>August 1, 2026</td><td>Complete</td></tr>
<tr><td rowspan="2">2.1</td><td rowspan="2">Improvements are needed in account management practices. Specifically,

Per our review of ten users with access to the key panel and specific keys within it, we noted that user access request forms are not consistently

a. Retained on file. Four (40%) of the ten forms requested were not available.

b. Completed with all required information related to the keys for which access is being requested. One (17%) of the six forms reviewed did not specify the access/keys being requested.

c. Documented for security settings. None of the forms included security settings (SAM settings) which are assigned to individual panel users to restrict such things as the number of keys that can be removed at once, who can return the keys that were removed, etc. Access requests should be documented and based on the principle of least privilege.</td><td>

2.1.1</td><td>The System Owner and Data Owner, in coordination with the application administrators, will

Perform a review of access request forms to ensure that all current panel users have a form on file. If a form is not on file, one will be completed and retained.</td><td>August 1, 2026
Revised to
August 31, 2026</td><td>Complete</td></tr>
<tr><td>2.1.2</td><td>Develop a new access request form to be used solely for electronic box access/permission requests. The new form will include specific information about keys for which access is requested and all necessary security settings to be assigned to the individual panel user.</td><td>August 1, 2026</td><td>Complete</td></tr>
</table>

FOLLOW-UP AUDIT STATUS REPORT
BUSINESS AFFAIRS AND AUDIT COMMITTEE
SEPTEMBER 2026

Report: IT – Global Facilities Management System (Continued)			
Business Issue	Planned Action	Completion Date	Status
2.2 Employee separation notifications are not provided directly to the Application Administrators, who are responsible for removing access. Instead, the notifications from the ID Management- HR Separation listserv are provided to the Data Owner, who then sends them to the Application Administrators. This process increases the risk of delayed delivery or unintentional omission, which could result in unauthorized user access.	2.2 The System Owner and Data Owner will coordinate with ITS to add both Application Administrators to the ID Management – HR Separation list serv.	August 1, 2026	Complete
2.3 Although informal reviews of user accounts are periodically conducted to determine the need for continued access to the system and panels, the reviews are not documented. The Radford University IT Security Standard (Standard) requires that annual access reviews are documented. Additionally, the reviews appear to not consistently assess the appropriateness of access to specific panels, group memberships, and/or individual keys. Periodic user access reviews serve as a key control to confirm that access is limited to current, authorized staff and that access is aligned with the employee's assigned responsibilities and key access requirements.	2.3.1 The System Owner and Data Owner will develop and document a plan to review panel users and user access to GFMS on an annual basis.	August 1, 2026	Complete
	2.3.2 The first annual review will be conducted.	August 31, 2026	Complete

FOLLOW-UP AUDIT STATUS REPORT
BUSINESS AFFAIRS AND AUDIT COMMITTEE
SEPTEMBER 2026

Report: IT – Global Facilities Management System (Continued)			
Business Issue	Planned Action	Completion Date	Status
3.1 The application, which uses locally managed application credentials, lacks the capability to comply with the password management requirements outlined in the Standard. Weak password rules are a significant contributor to system breaches, and an ineffective password strategy places an application and its data at risk of unauthorized access and data exfiltration.	3.1 The System Owner and Data Owner will coordinate with ITS to integrate the application and Active Directory.	August 1, 2026 Revised to August 31, 2026	Complete
4.0 Improvements are needed in database security. Details of this issue were communicated to management in a separate document marked Freedom of Information Act exempt under §2.2-3705.2(2) of the Code of Virginia due to it containing descriptions of security mechanisms.	4.0 Management provided a planned action under the same public disclosure exemption as noted in the business issue.	July 1, 2026 Revised to August 31, 2026	Follow-up is in process
5.0 There is no System Security Plan (SSP) for GFMS. The Standard requires that each sensitive IT system has a documented SSP. An SSP documents the security controls required to demonstrate adequate protection of information systems against security risks. Not having an SSP could result in an ineffective or untimely response to a security event.	5.0 ITS will coordinate with the System Owner, the Data Owner, and the Application Administrators to create an SSP for this system.	July 1, 2026	Complete

Radford University | Audit and Advisory Services

FOLLOW-UP AUDIT STATUS REPORT
BUSINESS AFFAIRS AND AUDIT COMMITTEE
SEPTEMBER 2026

Report: IT – CBORD Doors					
	Business Issue		Planned Action	Completion Date	Status
5.0	Updates are needed to assign key roles to the Doors portion of CBORD. In addition to electronic door access (Doors), this system is used to manage operations related to the University's OneCard. In practice, those two functions are handled by separate organizational units, and different employees perform the key roles of System Owner and Data Owner. However, the Information Technology Services (ITS) Sensitive System Inventory reflects only the information pertaining to the OneCard portion of the system, and it does not include the Doors portion. Documenting the system and the key roles to accurately reflect the current practices promotes clear accountability and operational efficiency and helps ensure that the appropriate individuals receive the required training.	5.0	ITS will add an additional CBORD Business Service to the ServiceNow Business Services list to reflect the separate ownership and use of the system by two different organizational units at the University.	July 24, 2026	Complete
6.0	Updates are needed to the System Security Plan (SSP). In addition to electronic door access, this system is used to manage operations related to the University's OneCard. In practice, those two functions are handled by separate organizational units, and different employees perform the key roles of System Owner and Data Owner. However, the SSP reflects only the information pertaining to the OneCard portion of the system, and it does not include the Doors portion. SSPs document the security controls required to demonstrate adequate protection of information systems against security risks, including those risks identified in risk assessments. Having an outdated SSP could result in an ineffective or untimely response to a security event.	6.0	ITS will collaborate with the System Owner to create a separate SSP, along with a separate entry in ServiceNow to reflect the different functions and organizational units responsible for the different portions of the system.	July 24, 2026	Complete

Fiscal Year 2027 Audit Plan

AUDITS & INVESTIGATIONS

Audit Projects from Prior Year (In Progress)
College Transition Audits - University-Wide Issues
IT Audit - Cloud-Hosted Applications - Banner
IT Audit - Milestone Video
IT Audit - Southern System
Protection of Minors on Campus

New Audit Projects
College Transition Audit - Artis College of Science & Technology
Division Transition Audit - Student Affairs
Student Financial Aid - Enrollment Reporting
IT Audit - Slate Customer Relationship Management System
IT Audit - University Data Reporting

Investigations
State Hotline Investigations (if any)
Other Investigations (if any)

ANNUAL/ROUTINE AUDIT PROJECTS

Follow-up on Internal Audit Report Issues
Follow-up on Auditor of Public Accounts (APA) Issues
Fixed Asset Verifications
Inventory (Warehouse Supplies & Fuel)
Quality Assurance & Improvement Program Review
University Discretionary Fund Reviews

OTHER PROJECTS

Indirect Audit Activities
Auditor of Public Accounts Audit Coordination
Office of State Inspector General Audit Coordination
Advisory Services

RADFORD UNIVERSITY BOARD OF VISITORS
Business Affairs & Audit Committee
September 17, 2026

Action Item
Approval of Fiscal Year (FY) 2027 Office of Audit and Advisory Services Audit Plan

Item:
Board of Visitors approval of the FY 2027 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).

The Institute of Internal Auditors IPPF requires that the audit plan be approved by the Board; therefore, approval of the FY 2027 Audit Plan is needed to assist with compliance with those requirements.

Action:
Radford University Board of Visitors approval of FY 2027 Audit Plan.

RADFORD UNIVERSITY BOARD OF VISITORS

RESOLUTION
September 18, 2026

Approval of Fiscal Year (FY) 2027 Office of Audit and Advisory Services Audit Plan

BE IT RESOLVED, the Radford University Board of Visitors approves the FY 2027 Office of Audit and Advisory Services Audit Plan as presented.

Finance and Administration

Rob Hoover

Senior Vice President for Finance & Administration and CFO

09/17/26

RADFORD UNIVERSITY BOARD OF VISITORS
Business Affairs and Audit Committee
September 17, 2026

Information Item
Capital Projects and Information Technology Services Update

Item 1: Facilities /Planning and Construction update on capital projects.

Artis Center for Adaptive Innovation and Creativity

Project Budget	$126,631,000
Architect/Engineer Firm	Hord Coplan and Macht
Construction Manager at Risk	Skanska

The Artis Center, an approximately 178,000-square-foot multi-story building, includes state-of-the-art instruction, laboratory, maker, studio, computer, and collaborative spaces that integrate the arts and health sciences, along with office and other academic support functions. Specialty spaces include an instructional auditorium and support spaces, health science clinical lab spaces, painting and drawing studio spaces, and music and dance studio spaces. The building hosts a beautiful 500-seat proscenium theatre. The project achieved LEED Silver certification through the US Green Building Council's Leadership in Energy and Environmental Design (LEED).

The Artis Center for Adaptive Innovation and Creativity construction was substantially completed on August 2, 2024, and a temporary certificate of occupancy was received from the State Building Official. Classes were held in the building with the start of the fall semester 2024. The Contractor has completed all work, finalized closeout documents and the final contractor payment has been processed. A final certificate of occupancy was obtained on July 20, 2026. Final CO-14, Project Completion Report was submitted August 2026.

Renovation of Tyler and Norwood Halls

Project Budget	$42,800,000
Architect/Engineer Firm	Hanbury
Builder	Avis Construction

Norwood Hall and Tyler Hall are currently undergoing substantial interior renovations similar to the renovation scopes completed for the Moffett Quad residence halls in 2016. The renovation includes the replacement of plumbing piping, fixtures, HVAC systems, fire alarm systems, electrical upgrades, accessibility improvements, and asbestos abatement. The renovations also include improvements to the first-floor building lobbies, and student support areas (i.e. lounges, kitchen, study spaces), along with activating the porch areas for student gathering space. These renovations will give vibrant new life to these buildings built in the early 1900's.

Phase 1 of the project consisted of non-structural selective demolition of the interior of the buildings and was completed in the last quarter of 2023. The demolition revealed deficiencies in the existing floor structure in both buildings that were not anticipated in the design. Repairing the floors included structural support and fireproofing.

The project entered Phase 2 (Construction) of the project in June 2024. Avis Construction, from Roanoke, Virginia, was awarded the contract. The Norwood Hall renovation has been completed, and a temporary certificate of occupancy was received from the State Building Official on August 7, 2026. Students began moving into Norwood August 8th. Extensive repairs to concrete floors, columns and beams in Tyler Hall are ongoing due to significant structural deficiencies that were discovered, causing the project completion of Tyler Hall to be delayed until Summer 2027.

Combined Heat and Power/Co-Generation Facility

Project Budget -- $23,000,000
Design / Build Contractor -- Trane

The Combined Heat and Power/Co-Generation Facility project converts the existing Art Annex into a combined heat and power (CHP) facility. The project installs two 3.3-megawatt natural gas-fired reciprocating engines to generate electricity for campus. Waste heat generated from the equipment will supplement the University steam plant. The project is estimated to save the University $2 million in annual operating costs.

The approved 2022-24 Biennial Budget included $11.2 million in general funds and $4.8 million in non-general funds for this project. Due to the escalation of construction costs for mechanical and electrical projects, the university gained approval to infuse $7.0 million in non-general funds into the project. The project qualifies for funding from the Investment Recovery Act, and the University is working to meet the criteria to receive $5 million on completion of the project. The Interconnect Agreement has been reviewed by the OAG and has been sent to the City of Radford for legal review.

The Early Phase Interior Demolition and Foundations Package is complete. The 100% working design drawings were submitted to DEB in April 2025 and the CO-17 Building Permit was received in July 2025. The interior structural steel is complete. The delivery and setting of the two 3.3 MW Jenbacher engines, electricity generators and two Heat Recovery Steam Generation units is complete. Electrical pathways for lighting and major equipment, and piping for all equipment are ongoing. Exterior demolition of the addition and the underground piping are complete. The addition to the Art Annex building is complete. Piping inside the Boiler House is ongoing. Structural steel for the make-up air units at the exterior of the building is ongoing. The project is scheduled for completion May 2027.

Improve Campus Utilities Infrastructure

Project Budget --- $15,425,000
Architect/Engineer Firm -- Dewberry; Wiley Wilson
Builder --- SRC; Extreme Concrete

The Improve Campus Utilities Infrastructure project will provide improvements to campus utility infrastructure, including upgrades and enhancements to basic utilities and overall building safety and security. The project will address infrastructure concerns in advance of planned future facility needs and will enhance the resiliency and redundancy of the campus enterprise to mitigate the increased impacts of various weather, economic, and other external events, and factors. The approved 2022-24 Biennial Budget included $15.4 million in general funds for this project.

The project will allow for significant campus utility improvements and upgrades for the safety and security of students, employees, and guests, as well as for the efficiency and effectiveness of the infrastructure future needs. Many of the basic campus utilities were originally installed between 75 and 100 years ago as part of the City of Radford. As the campus has grown and the facility footprint has increased, these original utility systems and components have reached end of life. As resources have been available, various utility improvement and upgrade projects have been undertaken across campus. This approach has been partially successful, but only a small portion of the campus, at the most critical locations, has been updated.

The existing infrastructure systems and components included in the construction portion of the umbrella project include water, stormwater, sanitary, steam, electrical, chilled water, information technology, fire alarm, access control and security, and accessibility.

University planning and evaluation of access control and security systems have begun with the intent to select a future direction for the University's card access and security systems.

The infrastructure work will be completed in phases. The first phase (electrical medium voltage phase) began with the development of a Medium Voltage Electrical Master Plan, which included an evaluation of the existing underground medium voltage distribution system. This phase has now moved into design with an award of the design contract to Wiley and Wilson in April '25. The Electrical Infrastructure design is nearing completion with the bid set expected from the A/E firm in May 2026. Construction will be bid once the final design is permitted.

The project is being delivered across multiple purchase orders for materials and construction:

- All equipment necessary to complete the Electrical Infrastructure project is ordered. Delivery dates vary based on the equipment.
- The Vault for the main Service Switchgear is under construction through a Job-Order contract.
- Bids are due September 1, 2026, for the Improve Campus Infrastructure Utilities – Electrical.

The next planned phase of the project is evaluation and improvements to the campus stormwater system, sanitary sewer system, domestic water, ADA walkways, and building access control. Anticipate project completion Spring 2027.

<u>Dalton Hall</u>

Project Budget --- $52,320,333
Architect/Engineer Firm -- Baskervill

Dalton Hall, constructed in 1991 with approximately 74,000 square feet, serves as the primary hub for the University's main dining facility, post office, and bookstore. In 1996, a substantial exterior modification expanded the main entrance by approximately 4,000 square feet. Over its 33-year lifespan, Dalton Hall has undergone minimal renovation, limited to repairs, interior updates, and mechanical equipment replacements.

The proposed renovation is targeted to support the University by enhancing the facility to meet the needs and preferences of today's students. Fully renovating the building will enhance the dining experience, increase flexibility in dining choices, and improve pedestrian flow across and between floors. While the primary focus is on interior spaces, the project will also streamline ADA access, upgrade mechanical and electrical systems, and ensure compliance with current building codes for all modified components.

The University submitted the Capital Funding Request to the Department of Planning and Budget for approval to move forward with the design for this project and received approval in the Governor's 2026 budget.

The Request for Proposal was submitted to the Department of General Services and the Office of the Attorney General for "High Risk" approval. Approval was received from both offices in August 2025. The Request for Proposals (RFP) for Architectural Engineering services was advertised in August 2025. Radford began negotiations with the selected Architect in January 2026. Radford contracted with Baskervill for the facility's design. Schematic drawings were submitted July 2026 with preliminary drawings scheduled to be submitted November 2026. Construction is scheduled to be completed in late 2028 for first use in the 2029 spring semester.

Roanoke Academic Health Sciences Building

Project Budget -- $295,000,000
Architect/Engineer Firm --- Perkins & Will

The University submitted the Capital Funding Request to conduct pre-planning work for the proposed construction of a new Roanoke Academic Health Sciences Building to the Department of Planning and Budget for approval. The project received approval to proceed through detailed planning in the Governor's 2026 budget.

The building will provide state-of-the-art medical education space, including academic classrooms, laboratories, and administrative spaces to support the Roanoke operations.

Site selection utilized an October 2025 study of two potential locations along the Roanoke Innovation Corridor. The facility will be on Jefferson Street in a parcel adjacent to the Carilion Community Hospital.

The RFP for AE Services was advertised in September 2025. Perkins & Will was selected in February 2026, and the contract was executed August 2026. Schematic design will begin in Fall 2026. Advertising for the Construction Manager at Risk will also occur in Fall 2026. Construction is scheduled to begin mid-2028 and complete in early 2031.

River Campus

The Master Plan identified opportunities for the development of a River Campus on University and City of Radford (City) properties adjacent to the New River.

The overall River Campus plan included zones for higher density public activities such as an amphitheater, event space, food and beverage areas, and associated support spaces; for quieter academic and passive recreation spaces; and for highly active recreation and student engagement areas.

An initial project was completed in Summer 2021 that included the greenway extension on university property adjacent to parking Lot Z and the New River. In coordination with the city, a second phase of the project to link the University greenway to the city greenway was completed in June 2022. Outdoor seating and spaces designed to accommodate small informal gatherings were recently added.

More recently, the university has focused specifically on the development of an amphitheater to serve as an event space and music venue to attract local and regional talent to the area. An architect-engineer firm, hired by the University, performed a feasibility study for the preferred location for the project and a site has been selected. Cost studies and preliminary renderings are currently being evaluated for next steps. The university has hired a consultant with experience in both music venues and related programming to support the project and advise during the planning process as well.

The amphitheater design is progressing, and the orientation of the venue has been selected by the building committee. The design of the relocated throws facility is approximately 50% complete and scheduled to be completed prior to the amphitheater design to allow for the sequencing of construction.

Item 2: Information Technology Services (ITS) update on information technology projects.

Navigate 360 Student Success System Implementation

The EAB Navigate 360 student success system implementation team is finalizing the work toward production for all students for Fall opening of 2026. This will provide a richer suite of tools to help with student success and retention. Navigate 360 provides faculty, advisors, and student support staff with a platform for proactive outreach, early alerts, appointment scheduling, and case management. In addition, the EAB Mobile App has replaced the Ready Education Mobile app (currently known as RU Mobile). The app provides a customizable resource page where the university has configured direct links to commonly used campus services and tools. This creates a convenient "one-stop" mobile experience that helps students quickly access the resources they use most often. Some of the final tasks includes a OneCampus tile, access roles for appropriate campus faculty and staff and the configuration and testing of the email capture and texting capabilities. The previous student success system (Starfish) has been taken offline and promotions and communications have been sent out to the campus community providing information about the use of Navigate360**.**

Banner ERP Process Improvement and Part of Term Migration

To advance operational excellence, improve service delivery, and support a more efficient student experience, the university's major administrative offices have entered an 18-month engagement with Strata Information Group (SIG). This strategic initiative is focused on evaluating, optimizing, and modernizing key campus business processes while reducing complexity through the review and retirement of custom solutions where appropriate. The engagement will include process analysis, staff training, implementation of enhanced Banner functionality, and comprehensive documentation of institutional procedures and workflows.

Areas of review span several critical administrative functions, including the Bursar's Office, Registrar's Office, and Financial Aid. Key processes under evaluation include fee assessment, National Student Clearinghouse reporting, financial aid packaging and disbursement, registration time-ticketing, graduation processing, and other high-impact operational activities. The goal is to improve consistency, increase efficiency, strengthen compliance, and better position the university to leverage Banner's standard capabilities.

In addition, SIG will provide guidance and support for resolving outstanding issues associated with the university's recent transition to Banner's Part of Term functionality. This work will help ensure that related processes across campus are aligned, fully optimized, and positioned to support the institution's academic and administrative objectives.

Esports ITS AV/Computer Installation

The ITS team has completed the installation of the AV equipment and high-end gaming computers in the new location in Peters Hall. This space also includes a competition space with a 138" diagonal video board for spectators to view during competitions.

Entra ID Migration

Identity Management and the System Administration teams have begun the second phase of the University's Single Sign-On (SSO) platform from Shibboleth to Microsoft Entra ID as part of a broader effort to modernize identity and access management services across campus. This transition is a 6 to 8 month project.

Learning Management System (LMS)

CITL and ITS have completed the campus-wide LMS review. A Request for Proposals (RFP) has been issued, and the University is currently reviewing vendor presentations as part of the selection process. Radford University currently uses Brightspace D2L.

Network in Residential Buildings

Information Technology Services completed the Residence Halls networking upgrade project over the summer in partnership with a Boldyn Networks. The completed work provides students with more reliable, high-performance connectivity while streamlining IT operations. Early results indicate improved network performance, with expectations for fewer help desk tickets and reduced bandwidth load on existing campus circuits.

Six Year Plan

2026 Six-Year Plan Updates

Radford UNIVERSITY

Program Updates

- Curriculum Lifecycle Program
- Center for Rural Health
- Virginia Credit Union Financial Success Center

Financial Adjustments

- 26-27 Updates from estimates to actuals
- 27-28 OoS UG Tuition
  - Increase from 2% to 4%
- Future revenue projections updated

RADFORD UNIVERSITY BOARD OF VISITORS
Business Affairs & Audit Committee
September 17, 2026

Action Item
Affirm Radford University's 2026 Six-Year Plan Adjustments

Item:
Board of Visitors affirmation of Radford University's 2026 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 summary of Radford University's adjusted 2026 Six-Year Plan and Memorandum submitted to the State Council of Higher Education for Virginia (SCHEV) by the stated deadline of July 1, 2026.

As a mandate established through the "*Preparing for the Top Jobs of the 21st 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 original strategies identified in the 2025 Six-Year Plan carried forward to the 2026 Six Year Plan and were developed collaboratively with each operating division. It is further supported by the University's Strategic Plan: *Shaping Tomorrow – Together*. 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

Part I is an Excel template with five components for data entry that includes In-state Undergraduate Tuition and Fee Increase Rate, Tuition & Other Non-general 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.

Action:
Radford University Board of Visitors affirms Radford University's 2026 Six-Year Plan Adjustments.

RADFORD UNIVERSITY BOARD OF VISITORS
Resolution

Approval of Radford University's 2026 Six-Year Plan
September 18, 2026

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 1, 2026 for the 2026 submission; and

WHEREAS, the 2026 Six-Year Plan adjustments must be affirmed by the Board of Visitors prior to the October 1 final submission;

THEREFORE, BE IT RESOLVED the Radford University Board of Visitors affirms the Radford University 2026 Six-Year Plan adjustments (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 2026 Six-Year Plan as required by State officials for final submission by the stated deadline.

Radford University 2026 Six-Year Plan Financial Adjustments

Radford University made adjustments to the financial information submitted in the 2025 Six-Year Plan as follows:

Tab 1-UG T&F

- The 2026-27 In-State UG Tuition decreased from a projected Planned Charge of $8,960 (3% increase) to a 2026-27 Board Approved Charge of $8,894 (2.25% increase).
- The reduced Board Approved 2026-27 In-State UG Tuition amount results in a lower 2027-28 Planned Charge from $9,229 to $9,161, although the projected percentage increase remains the same at 3%.
- The 2026-27 In-State UG Mandatory non-E&G fees increased from a projected Planned Charge of $4,300 (4% increase) to a 2026-27 Board Approved Charge of $4,382 (6% increase).
- The increased Board Approved 2026-27 In-State UG Mandatory non-E&G fees amount results in a higher 2027-28 Planned Charge from $4,471 to $4,557, although the projected percentage increase remains the same at 4%.
- For Out-of-State UG Tuition, the 2026-27 Board Approved Charge remains the same at $22,892 (4% increase), but the 2027-28 Planned Charge increased from $23,353 (2%) to $23,808 (4%).
- The adjustments made to the Out-of-State UG Mandatory non-E&G Fees reflect the same changes as indicated above for In-State UG Mandatory non-E&G fees.

Tab 2-Revenue

- The 2025-2026 Total E&G NGF Revenue increased from $67,529,762 (Estimate) to $69,200,628 (Actual).
- The Total Projected Tuition Revenue for 2026-2027 and continuing through future years were increased based on 1) increase in 2025-2026 Total Collected Tuition Revenue noted above, and 2) reductions in projected tuition discounts/waivers beginning with 2026-2027 based on FY26 actuals:

	2025 Six-Year Plan	2026 Six-Year Plan
2026-2027	$69,256,386	$70,420,348
2027-2028	$71,443,203	$73,044,336
2028-2029	$72,026,332	$75,857,172
2029-2030	$72,199,678	$75,764,475
2030-2031	$72,199,678	$75,764,475
2031-2032	$72,199,678	$75,764,475

- The 2025-2026 Actual E&G GF Revenue was higher than the 2025 Six-Year Plan projection due to the carryforward amount, increasing from $100,123,302 to $128,812,905. However, because the template assumes E&G GF to be flat after 2026, this appears to overstate our estimated GF revenue in all future years.

- The 2025-2026 Actual Total Auxiliary Revenue of $68,552,842 was less than the Estimated Total Auxiliary Revenue of $74,109,701 reported on the 2025 Six-Year Plan. The future year Auxiliary Revenue estimates were revised downward from $76,332,992 to $70,609,428 in 2026-2027, and from $78,622,982 to $72,727,711 in 2027-2028.

Tab 3-Financial Aid

- Adjustments were made to the estimated Total Tuition Revenue and Other Tuition Discounts and Waivers for future years as described above.

Tab 4-Academic-Financial

- The Total Estimated 2025-2026 E&G Expenditures were increased from $167,653,064 to $180,638,982 based on current actuals at the time of the report.

Tab 5-Six-Year Pro Forma

- The Total Estimated 2025-2026 E&G Expenditures were increased from $167,653,064 to $180,638,982 based on current actuals at the time of the report.

2026 SIX-YEAR PLAN UPDATE (Part II)

INSTITUTION: Radford University

July 1, 2026

The previously submitted 2025-2026 Six Year Plan for Radford has not changed in a substantial way as the focus of stabilizing enrollment and demarcating Radford's place in the landscape of higher education remains the same. Results since last year's submission show meaningful progress, including undergraduate enrollment stability for the first time in a decade, increased freshman and transfer deposits, positive retention indicators, expanded student-success efforts, and the continuation of the Radford Tuition Promise. The university remains committed to disciplined cost-control measures, continued attention to affordability, and planning for future academic and facility needs in Roanoke, demonstrating that the initiative is gaining momentum and positioned to carry forward successfully beyond 2026. There are a few exciting updates provided below which will continue to guide the allocation of resources and attention over the next year.

As noted in last year's Six Year Plan submission, a comprehensive six-year strategic plan was in development to guide the university from 2026-2031. That has now been completed and with an outcome-driven focus, the university will ensure that students are recruited and retained to be successful inside and outside the classroom. The university's top priority is to remain affordable and accessible to students while offering high quality academic programs that prepare students for successful careers.

Launch of a New Strategic Plan – Shaping Tomorrow - Together

Radford University launched its new strategic plan "Shaping Tomorrow - Together," our strategic vision for 2026-2031. The new plan reflects our shared commitment to building a culture of care; deepening our community engagement through Southwest Virginia and beyond; and strengthening our academic programs through hands-on learning that connects classroom knowledge with career-level experience.

- **Mission: 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 in Southwest Virginia and the Commonwealth.
    - The mission was unanimously approved by the board of visitors and ultimately SCHEV.
- **Vision:**
    - At Radford University, students will find their voices 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 impact in their communities.

- The plan focuses on six strategic themes
    - Culture of Care
    - Academic Achievement and Intellectual Discovery
    - Student Success and Experiential Learning
    - Strategic Partnerships and Community Engagement
    - Organizational Excellence and Continuous Improvement
    - Communication and Collaboration

Updates to Academic Programs

Academic program updates reflect the implementation of the Curriculum Lifecycle program, which replaces a traditional academic program review process with a model focused on continuous improvement and responsiveness to student and market demand. The university regularly evaluates programs using key metrics such as enrollment, retention and graduation rates, and degrees conferred, in alignment with the new SCHEV Program Productivity Policy. Some of the proposed changes are intended to proactively combine, close, or modify programs that might not meet the proscribed enrollment thresholds, prior to SCHEV's formal review scheduled for this fall. Other changes reflect updates or new programs intended to meet regional and Commonwealth economic development and workforce needs. Descriptions for the specific changes are found in Part I, Tab 8.

Center for Rural Health

Radford University has partnered with leading health and philanthropic organizations across Southwest and Southside Virginia to form the Center for Rural Health Partner Council, focused on addressing workforce needs, expanding access to care and tackling persistent health disparities in the region.

As part of this broader effort, and aligned with its six-year strategic plan, Shaping Tomorrow — Together, the establishment of the center will further advance the university's goal of becoming the premier destination for healthcare education and talent in Southwest Virginia. Due to the recent timing of its launch, a website is being built and will be available in Fall 2026 for interested parties.

The Center for Rural Health Partner Council includes representatives from major health systems, including Ballad Health, Carilion Clinic, LewisGale Regional Health System and Lifepoint, as well as regional organizations and foundations such as the Appalachian Power Foundation, Claude Moore Charitable Foundation, Commonwealth Transfusion Foundation, Delta Dental of Virginia Foundation, EO, The Harvest Foundation, The United Company Foundation, The Wells Fargo Foundation, Wellspring Foundation of Southwest Virginia and Wythe-Bland Foundation. Higher education partners include University of Virginia's College at Wise, the UVA Wise Healthy Appalachia Institute, and Virginia Community College System institutions across Southwest and Southside Virginia.

The Partner Council will play a vital role in identifying emerging healthcare trends, recommending high-impact initiatives, aligning regional efforts and strengthening communication among stakeholders at the regional, state and federal levels. It will also provide strategic guidance and regional insight into shaping the center's priorities and impact.

The Center for Rural Health's work will be guided by core objectives that include:

- Increase the volume of the regionally retained health pipeline from middle school to certificate and/or degree qualified professionals.
    - Increase opportunities for health care students to work with rural patients during training.
    - Decrease the realized cost of health care education to students.
    - Increase placement of residents into regional health care positions.
- In partnership with regional providers, regularly collect and collate regional health provider disparity data (medical, dental, mental), then identify opportunities to serve the areas in the Southwest and Southside with the greatest health service disparities.
- Leverage emerging technologies and expanded scope-of-practice approaches to maximizing patient access and mitigating the impact of decreasing provider to service need ratios.
- Identify, secure, and deploy resources (federal, state, private) to support the mitigation of regional health service disparities.
- Ensure that new health and service efforts complement—not compete with—the work of hospital systems and community health organizations.

Updates to Enrollment Projections:

The Fall 2026 recruitment cycle reflects a notable shift in enrollment behavior among prospective undergraduate students nationwide. Families are demonstrating increased caution in their college decision-making due to a combination of economic uncertainty, concerns about college affordability, evolving federal and state policy priorities, and heightened interest in workforce and skilled-trades pathways that are receiving significant public investment.

As a result, many four-year institutions experienced a slower-than-typical surge in commitments around the traditional May 1 National College Decision Day. In response, selective universities in Virginia and across the country extended their recruitment efforts deeper into the cycle, including increased utilization of waitlists and continued outreach to admitted students throughout the spring and early summer.

This extended enrollment activity has created a cascading effect across the higher education marketplace. As institutions continue to shape their classes later into the cycle, students are receiving new admission offers and enhanced financial aid packages after initially submitting deposits elsewhere. Consequently, Radford University experienced a 7% increase in deposit withdrawals compared to May 2025, reflecting a highly competitive and fluid enrollment environment rather than a decline in student interest.

Despite these market dynamics, Radford University continues to actively engage deposited students through targeted communications, financial aid counseling, orientation programming, and personalized outreach designed to strengthen student commitment and support matriculation.

- New Freshmen from 1413 to 1330 (beginning effects of enrollment cliff and national decrease in higher ed consumption)
- New Transfers from 550 to 640 (stronger connections to growing VCCS partners through Tartan Transfer)

The Virginia Credit Union Financial Success Center

Radford University has expanded its efforts to align academic programs with workforce needs through a new strategic partnership with Virginia Credit Union to establish the Virginia Credit Union Financial Success Center. This partnership enhances workforce alignment by integrating financial literacy, coaching, and experiential learning opportunities into the university's academic framework. The center will provide individual and group financial coaching services to students, faculty, staff, alumni, and community members, while also creating internship opportunities for students to be trained and engaged as financial coaches. By connecting academic preparation with hands-on experience in financial education and community outreach, this initiative strengthens career readiness, supports workforce development in high-demand areas of financial services, and advances the university's commitment to improving economic well-being across the region.

Capital Planning for Roanoke Academic Health Sciences Center

Radford University is currently in the detailed planning and early design phase for its proposed Roanoke Academic Health Sciences Building, a major capital project intended to consolidate health sciences programs into a single state-of-the-art facility on its Roanoke campus. The university received approval and funding from the Commonwealth of Virginia to proceed with detailed planning and has partnered with Perkins & Will as its Architect and Engineering firm. Site evaluation work, including geotechnical drilling and surveying of potential locations near the current location were completed this past spring and the ideal site has been selected. University steering and design committees have been engaged to guide project development as well. Current plans call for a roughly 300,000-square-foot building that would include advanced classrooms, simulation and anatomy laboratories, research space, student collaboration areas, and academic support functions. According to the university's six-year capital plan, the design phase is expected to continue through Summer of 2027, at which point preliminary architectural and engineering documents will be completed and the university will seek approval and funding for construction through the 2028 General Assembly. The project is estimated to cost approximately $295 million and is intended to strengthen health professions education and address regional healthcare workforce needs in Southwest Virginia.

The academic and student support offerings in Roanoke are housed in the Carilion Roanoke Community Hospital (CRCH) and the Roanoke Higher Education Center. The CRCH is an active health care facility, which is part of the Carilion Clinic, a not-for-profit health care provider in Southwest Virginia. CRCH is a 10-story, 408,000 square-foot hospital, providing a variety of health care services. The university leases approximately 171,000 square feet in CRCH, including administrative, academic, laboratory, and other associated activities as Radford University Carilion (RUC). Both RUC and Carilion have identified the need for expanded facilities to provide for both anticipated academic program growth and increased need for regional health care services. RUC's current space in CRCH allows little to no flexibility to serve potential academic program growth, while future Carilion health care capital demands will require reclaiming of current RUC space.

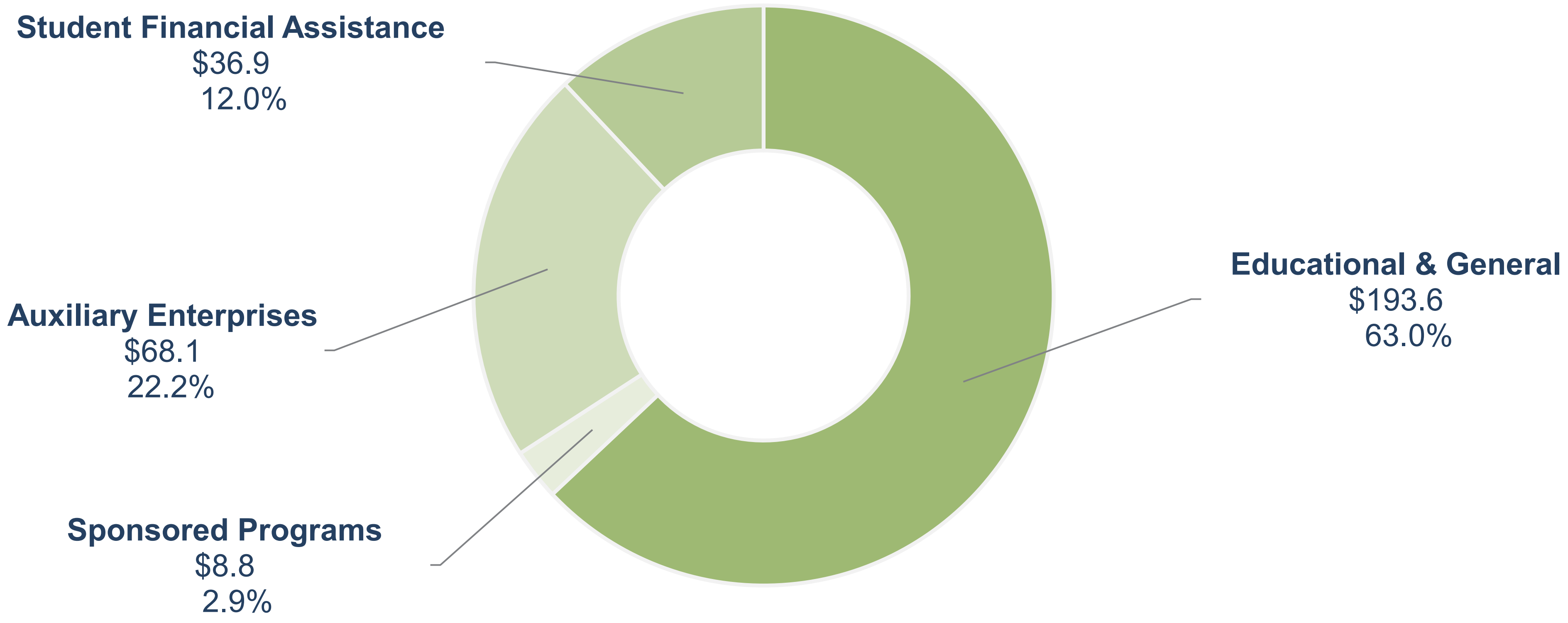
2025-26
Financial Performance Report

2025-26 Financial Performance Summary

($ in Thousands)	Original Budget			Actual through June 30, 2026		
	Revenue	Expense	Surplus/ (Deficit)	Revenue	Expense	Surplus/ (Deficit)
University Operating						
Education & General	$193,372	($193,372)	$0	$193,619	($180,738)	$12,881
Student Financial Assistance	31,623	(31,623)	0	36,891	(33,772)	3,119
Sponsored Programs	8,962	(8,962)	0	8,788	(7,936)	852
Auxiliary Enterprise	70,992	(70,992)	0	68,089	(72,736)	(4,647)
Total University	**$304,949**	**($304,949)**	**$0**	**$307,387**	**($295,182)**	**$12,205**

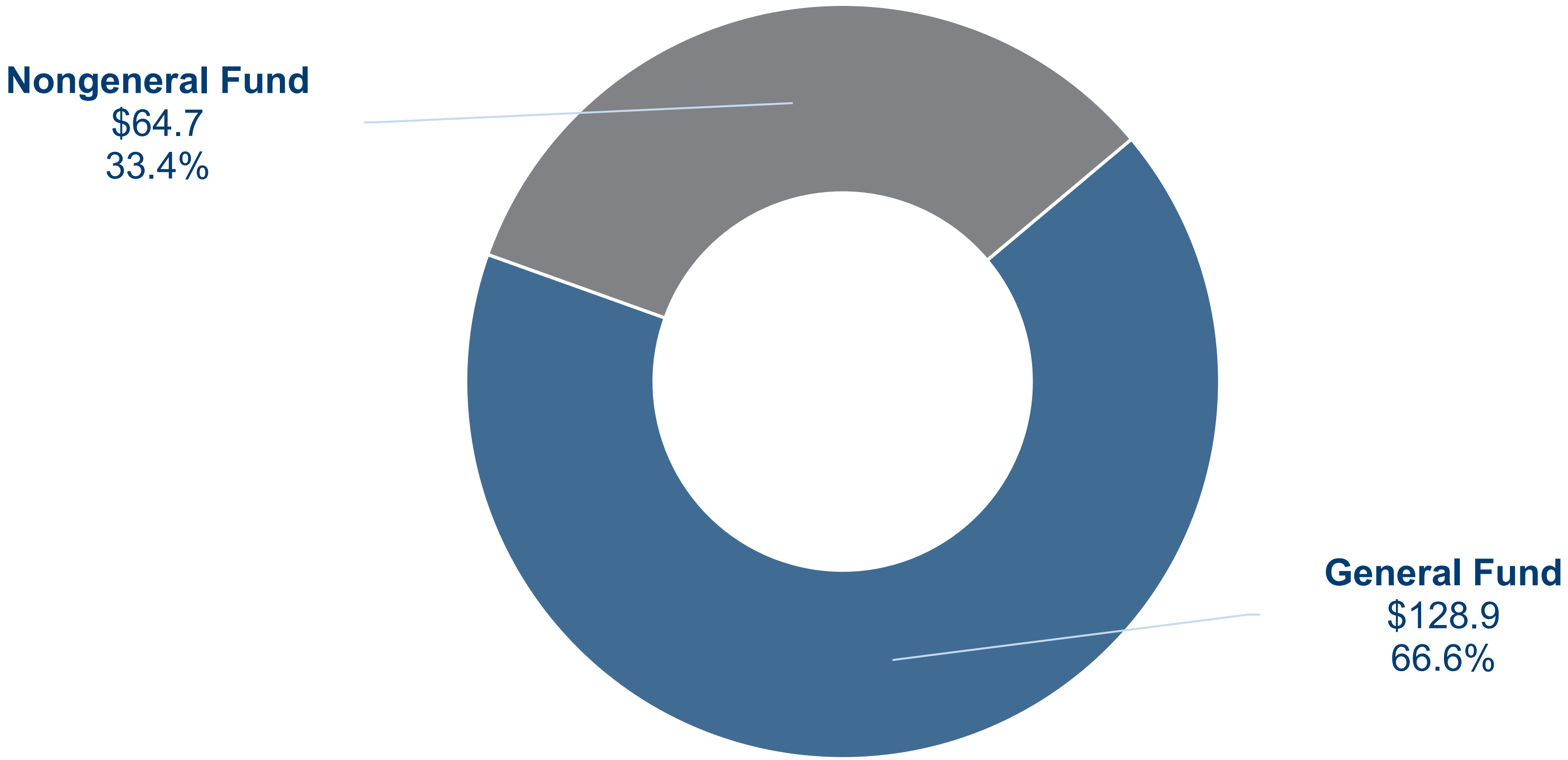
2025-26 Actual Revenue: All Programs & Funds

($ in millions)



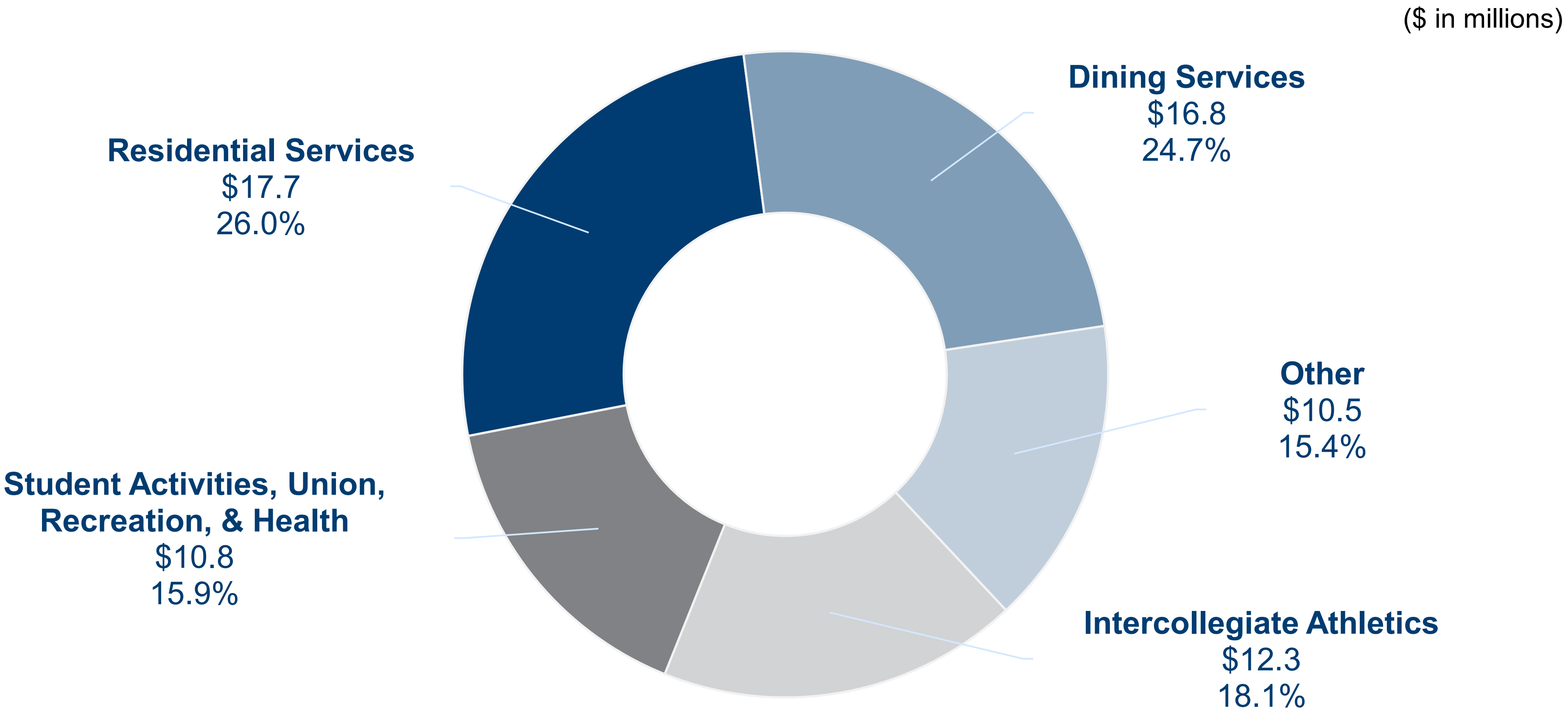
2025-26 E&G Actual Revenue:
General v. Nongeneral Split

($ in millions)



Radford UNIVERSITY

2025-26 Actual Revenue: Auxiliary Enterprise



E&G Reserve Summary

Annual Contributions		
2019	$	1,237,885
2020	$	2,284,692
2021	$	9,431
2022	$	453,397
2023	$	757,815
2024		
2025	$	912,758
2026		
Total	**$**	**5,655,978**
Anticipated Contribution		
2027	$	522,156

FY2027 State Appropriation	Reserve (6%)
$ 102,968,891	$ 6,178,134

Auxiliary Reserve

Operating

Renewal & Replacement

Major Renovation, Acquisition, and Plant or Program Expansion

A reserve is an undivided or unidentified portion of the net assets of an institution, in a stated amount, held for a special purpose.

There are three categories of auxiliary enterprise reserves that are related to different expenditures or budgets.

Auxiliary Reserve Summary

	2022	2023	2024	2025	2026
Auxiliary Reserve Balance	$ 135,955	$ 134,072	$ 131,677	$ 118,784	$ 98,173
Yr to Yr Change ($)	$ 13,567	$ (1,884)	$ (2,394)	$ (12,894)	$ (20,611)
Yr to Yr Change (%)	11.08%	(1.39)%	(1.79)%	(9.79)%	(17.35)%

Auxiliary Multi-Year Outlay

Projects	FY27	FY28	FY29	FY30	FY31
Reserve Beg. Balance	**$ 98,173,299**	**$ 77,135,215**	**$ 56,627,233**	**$ 43,809,627**	**$ 30,530,587**
Tyler/Norwood	(14,772,323)	-	-	-	-
Dalton Hall	(2,750,000)	(23,034,849)	(14,606,187)	(14,606,187)	-
Real Property	-	-	-	-	-
Athletics Projects	-	-	-	-	-
River Campus	(2,000,000)	-	-	-	-
Bonnie Student Choice	(800,000)	-	-	-	-
Maintenance Reserve	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)
Muse	(2,500,000)				(10,000,000)
Other, Misc	(750,000)	(750,000)	(750,000)	(750,000)	(750,000)
Budgeted Contribution/(Draw)	-	1,500,000	1,500,000	1,500,000	1,500,000
Interest Earned	3,534,239	2,776,868	2,038,580	1,577,147	1,099,101
Change	$ (21,038,084)	$ (20,507,981)	$ (12,817,606)	$ (13,279,040)	$ (9,150,899)
Reserve End. Balance	**77,135,215**	**56,627,233**	**43,809,627**	**30,530,587**	**21,379,689**
Reserve Target	28,343,485	29,193,790	30,069,603	30,971,691	31,900,842

Beginning Balance	**$98,173,299**
Budgeted Change	(76,793,610)
Remaining Balance	**$ 21,379,689**
*Reserve Target	31,900,842
Over/(Under)	**$ (10,521,153)**

*SCHEV Recommended Reserve Range: $22,639,353-$31,900,842

RADFORD UNIVERSITY BOARD OF VISITORS
Business Affairs & Audit Committee
September 17, 2026

Information Item
Financial Performance Report and Write Off of Past Due Accounts Update for the Year Ending June 30, 2026

Item 1: Summary of fiscal year 2025-26 revenue and expenditures as of June 30, 2026.

Background:
The Financial Performance Report includes Schedules A and B which provides a summary of unaudited revenue and expenditure activity for the year ending June 30, 2026. The Financial Performance Report is generated from annual budget projections and actual accounting data recorded in Banner Finance that has been reconciled with the Commonwealth's Accounting System (Cardinal). The actual accounting data is recorded using a modified accrual basis of accounting which recognizes revenue when received rather than when earned and expenditures when posted rather than when payment is issued.

The Original Budget was approved by the Board of Visitors at the September 2025 meeting. The Revised Budget is inclusive of any technical adjustments made throughout the year.

For the year ending June 30, 2026, revenues and expenditures were at projected levels. Schedule A provides a summary of revenue and expenditure activity by major program. Schedule B provides a summary of revenue, expenditure, and reserve draw/(deposit) by major auxiliary enterprise unit. Footnotes are included in each schedule to explain variances between the Original Budget, Revised Budget, and year-end Actuals.

Draws from the auxiliary reserve resulted primarily due to Residential and Dining revenue shortfalls from lower on-campus student occupancy, unbudgeted one-time dining renovation expenditures related to the Chick-Fil-A expansion, and unbudgeted expenditures in Intercollegiate Athletics. The net position of the auxiliary reserve is required to meet the State Council of Higher Education for Virginia (SCHEV) guidelines for on-going operations, equipment renewal and replacement, and future capital projects.

Item 2: Summary of all past due accounts written off as of June 30, 2026.

Background:
The Virginia Department of Accounts Commonwealth Accounting Policies and Procedures (CAPP) Manual, Topic 20505, *Accounts Receivable*, states that delinquent accounts should be written off an agency's financial accounting records when all collection procedures, including those procedures required by the Office of the Attorney General (OAG), have been conducted without results and management deems the accounts uncollectible. Accounts are deemed uncollectible if the collection account is over one year old and no payments have been received. The OAG accounts are deemed uncollectible if no payment has been made in one year from the

time it is placed with the OAG. Accounts are written off effectively on the last day of the quarter in which this time period applies.

When accounts are written off, they are removed from an agency's financial accounting records. Writing off the debt for accounting purposes does not discharge the debt. The debt is still owed to the Commonwealth but is no longer reported on the agency's books as a receivable. Eligible written-off receivables must continue to be submitted to the Commonwealth's debt setoff program.

In 2006, the Radford University Board of Visitors delegated authority to write off uncollectible accounts under the amount of $25,000 per quarter to the Vice President for Finance and Administration and Chief Financial Officer. To meet financial reporting standards in a timely manner, the Board of Visitors revised the write-off delegation in 2014 to authorize the Vice President for Finance and Administration and Chief Financial Officer to write off all uncollectible accounts meeting State and University guidelines at the end of the reporting quarter, regardless of amount and provide an annual report of the previous year-ending activity at the September Business Affairs and Audit Committee meeting.

Below is a summary of the accounts written off by type of charge that have been returned by one of the University's third-party collection agencies as uncollectible, or referred to the OAG, and were deemed uncollectible during the fiscal year ending June 30, 2026:

Classification	**Quarter Ending 9/30/2025**	**Quarter Ending 12/31/2025**	**Quarter Ending 3/31/2026**	**Quarter Ending 6/30/2026**	**FY 2026 Total $**	**FY 2026 Total #**
Tuition & Fees	$95,495	$79,277	$160,276	$107,598	$442,646	149
Parking & Fines	9,190	984	1,890	891	12,955	119
Residential Life	122	483	342	1,009	1,956	25
Returned Items		150	50	100	300	5
Discharged Litigation Cost	93				93	0
Total Approved Write-offs	**$104,900**	**$80,894**	**$162,558**	**$109,598**	**$457,949**	**298**

Summary:
No action required, information item only.

Radford University
Financial Performance Report
For the Period Ending June 30, 2026

Dollars in Thousands

	Annual Budget for 2025-26			July 1, 2025 to June 30, 2026	
	Original (a)	**Adjustments** (b)	**Revised** (c)	**YTD Actuals** (d)	**Remaining**
Educational and General Programs					
Revenues					
General Fund	$123,586	$5,457	$129,043 (1)	$128,863	180 (5)
Tuition and Fees	65,222	1,000	66,222	66,978	(756)
All Other Income	4,564	(1,000)	3,564	(2,222)	5,786 (6)
Total Revenues	$193,372	$5,457	$198,829	$193,619	$5,210
Expenditures					
Instructional & Academic Support	($103,790)	($1,168)	($104,959) (1)	($104,845)	($113)
Public Service Programs	(625)	0	(625)	(367)	($258) (7)
All Other Support Programs	(88,957)	(4,289)	(93,246) (1)	(75,526)	($17,720) (8)
Total Expenses	($193,372)	($5,457)	($198,829)	($180,738)	($18,091)
Reserve Draw (Deposit)	0	0	0	(12,881)	$12,881
NET	**$0**	**$0**	**$0**	**$0**	**$0**
Student Financial Assistance					
Revenue	$31,623	$5,243	$36,866 (2)	$36,891	($25)
Expenditures	(31,623)	(5,243)	(36,866) (2)	(33,772)	(3,094) (9)
Reserve Draw (Deposit)	0	0	0	(3,119)	3,119
NET	**$0**	**$0**	**$0**	**$0**	**$0**
Sponsored Programs					
Revenue	$8,962	$610	$9,572 (3)	$8,788	$784 (10)
Expenditures	(8,962)	(610)	(9,572) (3)	(7,936)	(1,636) (10)
Reserve Draw (Deposit)	0	0	0	(852)	852
NET	**$0**	**$0**	**$0**	**$0**	**$0**
Auxiliary Enterprises					
Revenues	$70,992	$165	$71,157 (4)	$68,089	$3,068 (4)
Expenditures	(70,992)	(3,871)	(77,786) (4)	(72,736)	(5,050) (4)
Reserve Draw (Deposit)	0	3,706	6,629	4,647	1,983
NET	**$0**	**$0**	**$0**	**$0**	**$0**
Total University					
Revenues	**$304,949**	**$11,475**	**$316,424**	**$307,387**	**$9,037**
Expenses	**(304,949)**	**(15,181)**	**(323,053)**	**(295,182)**	**(27,871)**
Reserve Draw (Deposit)	**0**	**3,706**	**6,629**	**(12,205)**	**18,834**
NET	**$0**	**$0**	**$0**	**$0**	**$0**

Notes:

(a) Original Budget - Reflects the projected 2025-26 Operating Budget as of July 1, 2025 which was approved by the Board at the September 2025 meeting. Both recurring and one-time operating budgets are included.

(b) Adjustments - Reflects changes that have been made to the 2025-26 Operating Budget between July 1, 2025 and June 30, 2026. Both recurring and one-time

(c) Revised Budget - Reflects the current 2025-26 Operating Budget as of June 30, 2026. Both recurring and one-time operating budgets are included.

(d) Activity Through June 30, 2026.

Radford University
Financial Performance Report - Notes
For the Period Ending June 30, 2026

1) The General Fund revenue budget, and the Instructional & Academic Support and All Other Support Programs expenditures budgets were increased by $5.5 M during FY 2026. These revenue increases were due to several factors including: additional revenue received for Virginia Miliary Survivors and Dependents Program (VMSDEP) waivers, transfers from Student Financial Assistance related to work study programs, and state revenue received for E&G interest earned and credit card rebates.

2) The Student Financial Assistance revenue and expense budgets were primarily adjusted to account for appropriation increases for VMSDEP stipends, College Transfer Grant (CTG) grant program, and FY25 carryforward funds.

3) The Sponsored Programs revenue and expense budgets were increased for the University's portion of Federal and State Restricted funds, and nongovernmental grants and contracts.

4) The Auxiliary revenue and expense budget adjustments and projection variances are detailed in the Auxiliary Enterprise section of this report.

5) General Fund revenue was higher than originally projected due to additional one-time FY 2026 General Assembly appropriations for VMSDEP waivers and the state share of a one-time bonus paid to employees in June 2026.

6) The All Other Income is less than projected due to an institutionally planned transfer of E&G NGF funds totaling $6.5M to the COGEN capital project.

7) Public Service expenditures were lower than projected due to timing of program activities and associated costs.

8) The expenses in All Other Support Programs are less than projected due to greater than anticipated turnover and vacancy, and the timing of campus renovation projects.

9) The Reserve Deposit in the Student Financial Assistance Programs budget is reflective of deferred undergraduate and graduate financial aid funding.

10) The Sponsored Programs revenue and expense budget is based on authorized state appropriation and is not necessarily reflective of anticipated fiscal year activity. Externally sponsored programs are initiated and finalized on an individual basis without fiscal year consideration, thus the actual fiscal year activity will vary from the projected revenue and expense budgets. The Reserve Deposit reflects the timing of expense reimbursements from the grantor.

Radford University
Auxiliary Enterprise
For the Period Ending June 30, 2026

Dollars in Thousands

	Annual Budget for 2025-26				July 1, 2025 to June 30, 2026		
	Original (a)	**Adjustments** (b)	**Revised** (c)		**YTD Actuals** (d)	**Remaining**	
Residential & Dining Programs							
Revenues	$38,170	0	$38,170		$34,473	$3,697	(5)
Expenditures	(37,520)	(175)	(37,695)	(1)	(38,828)	$1,133	(6)
Reserve Draw (Deposit)	(650)	175	(475)		4,355	($4,830)	
NET	**$0**	**$0**	**$0**		**$0**	**$0**	
Bookstore							
Revenues	$363	0	$363		$181	$182	
Expenditures	(171)	0	(171)		(66)	($104)	
Reserve Draw (Deposit)	(192)	0	(192)		(114)	($78)	
NET	**$0**	**$0**	**$0**		**$0**	**$0**	
Parking & Transportation							
Revenues	$1,480	0	$1,480		$1,608	($129)	
Expenditures	(1,546)	0	(1,546)		(1,313)	($233)	
Reserve Draw (Deposit)	67	0	67		(295)	$362	
NET	**$0**	**$0**	**$0**		**$0**	**$0**	
Telecommunications							
Revenues	$420	0	$420		$288	$131	
Expenditures	(457)	0	(457)		(392)	($66)	
Reserve Draw (Deposit)	37	0	37		103	($66)	
NET	**$0**	**$0**	**$0**		**$0**	**$0**	
Student Health Services							
Revenues	$2,630	0	$2,630		$2,594	$36	
Expenditures	(2,623)	0	(2,623)		(2,341)	($282)	
Reserve Draw (Deposit)	(7)	0	(7)		(253)	$246	
NET	**$0**	**$0**	**$0**		**$0**	**$0**	
Student Programming							
Revenues	$8,107	108	$8,216		$8,160	$56	
Expenditures	(8,914)	(368)	(9,282)	(2)	(8,279)	($1,003)	(7)
Reserve Draw (Deposit)	806	260	1,066		119	$948	
NET	**$0**	**$0**	**$0**		**$0**	**$0**	
Building & Facilities							
Revenues	$977	(101)	$876		$787	$89	
Expenditures	(1,864)	(2,834)	(4,698)	(3)	(4,752)	$54	
Reserve Draw (Deposit)	888	2,935	3,822		3,965	($143)	
NET	**$0**	**$0**	**$0**		**$0**	**$0**	
Other Enterprise Functions							
Revenues	$6,070	25	$6,095		$7,688	($1,592)	(8)
Expenditures	(5,125)	(2,968)	(8,093)		($2,689)	($5,404)	(9)
Reserve Draw (Deposit)	(946)	2,943	1,997		(4,999)	$6,996	
NET	**$0**	**$0**	**$0**		**$0**	**$0**	
Intercollegiate Athletics							
Revenues	$12,776	132	$12,908		$12,310	$598	(10)
Expenditures	(12,772)	(449)	($13,221)	(4)	(14,076)	$855	(11)
Reserve Draw (Deposit)	(4)	317	313		1,765	($1,453)	
NET	**$0**	**$0**	**$0**		**$0**	**$0**	
Total Auxiliary Enterprise							
Revenues	**$70,992**	**$165**	**$71,157**		**$68,089**	**$3,068**	
Expenses	**(70,992)**	**(6,794)**	**(77,786)**		**(72,736)**	**(5,050)**	
Reserve Draw (Deposit)	**0**	**6,629**	**6,629**		**4,647**	**1,983**	
NET	**$0**	**$0**	**$0**		**$0**	**$0**	

Notes:

(a) Original Budget - Reflects the projected 2025-26 Operating Budget as of July 1, 2025 which was approved by the Board at the September 2025 meeting. Both recurring and one-time operating budgets are included.

(b) Adjustments - Reflects changes that have been made to the 2025-26 Operating Budget between July 1, 2025 and December 31, 2025. Both recurring and one-time operating budgets are included.

(c) Revised Budget - Reflects the current 2025-26 Operating Budget as of June 30, 2026. Both recurring and one-time operating budgets are included.

(d) Activity Through June 30, 2026.

Radford University
Auxiliary Enterprise - Notes
For the Period Ending June 30, 2026

1) Residential expenditure budgets were increased by $175K to reflect actual costs.
2) Student Programming expenditure budget increased to reflect actual costs and an increase in debt service payment due for Student Recreation Center.
3) Building and Facilities expense budget increased by $2.83 million for planned one-time facility improvement projects.
4) The Intercollegiate Athletics expenditure budget increased by $449K, primarily due to unanticipated operating expenses.
5) Residential actual revenue was lower than budgeted due to a decrease in on-campus student occupancy compared with FY25. Dining revenue, specifically meal plans for on-campus students, was lower than projected due to a decrease in on-campus student occupancy compared with FY25.
6) Dining actual expenditures were $1.79 million higher than budgeted due to on-campus Chick-fil-A renovation costs.
7) Student Programming actual expenses were lower than budgeted due to a decrease in Recreational and Intramural Programs wages and operating costs.
8) Other Enterprise Functions actual revenues were higher than budgeted due to interest income being above projections.
9) Other Enterprise Functions actual expenses were lower than projected due to a decrease in wages and operating costs.
10) Intercollegiate Athletics actual revenues were lower than budgeted due to the non-fee revenues (NCAA, Big South, advertising, away game guarantees) being lower than projected.
11) Intercollegiate Athletics actual expense were higher than budgeted due to athletic scholarship costs being over budget and increases in operating expenses.

2026-27
Proposed Operating Budget

Radford University - Agency 217

Educational & General (E&G)

- **101**: Instruction*
- **102**: Research*
- **103**: Public Service*
- **104**: Academic Support
- **105**: Student Services
- **106**: Institutional Support
- **107**: Operations & Maint.

General Fund
Tuition & Fees
Indirect Costs
Sales & Services

Student Financial Assistance

- **108**: Scholarships
  Fellowship

General Fund
Tuition & Fees

Sponsored Programs

- **110**: Sponsored Programs

Federal Agencies
State Agencies
Localities
Private Sector
Non-Profits
Organizations

Auxiliary Enterprises

- **809**: Food Service
  Bookstore
  Residential Services
  Parking/Transport
  Telecommunications
  Student Union
  Recreation Programs
  Other Enterprise
  Athletics

Student Fees
Sales & Service

Capital Outlay *(Non-Operating)*

- **998**: Construction

General Fund
Nongeneral Fund
Debt

*The primary mission of Radford University is Instruction, Research, & Public Service carried out in E&G while other programs are designed to support needs derived from E&G operations.

Program Structure – Core Functions
Subprogram Structure – Expenses
Fund Structure - Revenues

2026-27 Resource Allocation: Revenue

REVENUE - estimated		
General Fund Changes		
Base Increase	$	3,894,704
Compensation Adjustments (FY27 3.5% increase)	$	1,904,966
Other (Est. Central Systems, Fringe Benefits, etc.)	$	1,078,533
Total GF Changes	**$**	**6,878,203**
Non-general Fund Changes		
Tuition and Fees	$	2,685,834
Total NGF Changes	**$**	**2,685,834**
Total Revenue Changes	**$**	**9,564,037**

2026-27 Resource Allocation: Expense

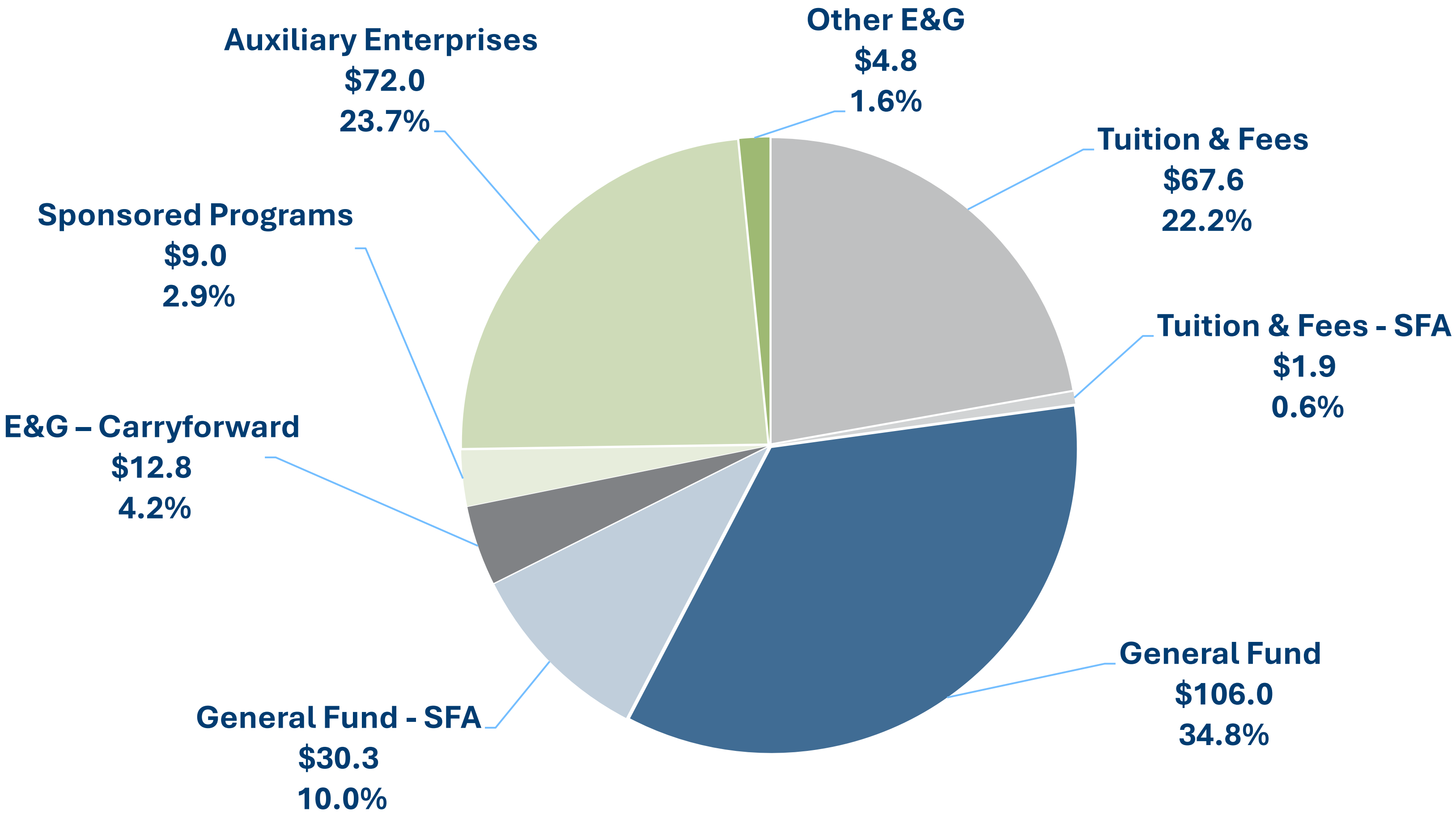
EXPENSES - estimated	
Non-Discretionary Cost Increases - Mandatory	
Compensation & Fringe Adjustments	
Full-Time Personnel – 3% increase	$ 3,007,292
Fringe Benefits	$ 1,563,256
Central Cost Commitments	
Insurance/Property Rentals	$ 854,669
Utilities	$ 385,000
Central Realignment	$ (1,695,298)
Employee Tuition Waivers	$ 250,000
Sub-Total Non-Discretionary	**$ 4,364,919**
Sub-Total Division Commitments	**$ 5,199,118**
Total Expenditure Changes	**$ 9,564,037**

2026-27 Proposed Budget Summary

($ in Thousands)	Revenue			Expense		
	Base	One-Time	Total	Base	One-Time	Total
University Operating						
Education & General	$176,679	$14,548	$191,227	($176,679)	($14,548)	($191,227)
Student Financial Assistance	31,623	609	32,232	(31,623)	($609)	(32,232)
Sponsored Programs	8,962		8,962	(8,962)		(8,962)
Auxiliary Enterprise	72,022		72,022	(73,488)	(67)	(73,555)
Total University	**$289,286**	**$15,157**	**$304,442**	**($290,751)**	**($15,224)**	**($305,975)**

2026-27 Projected Total Operating Revenue

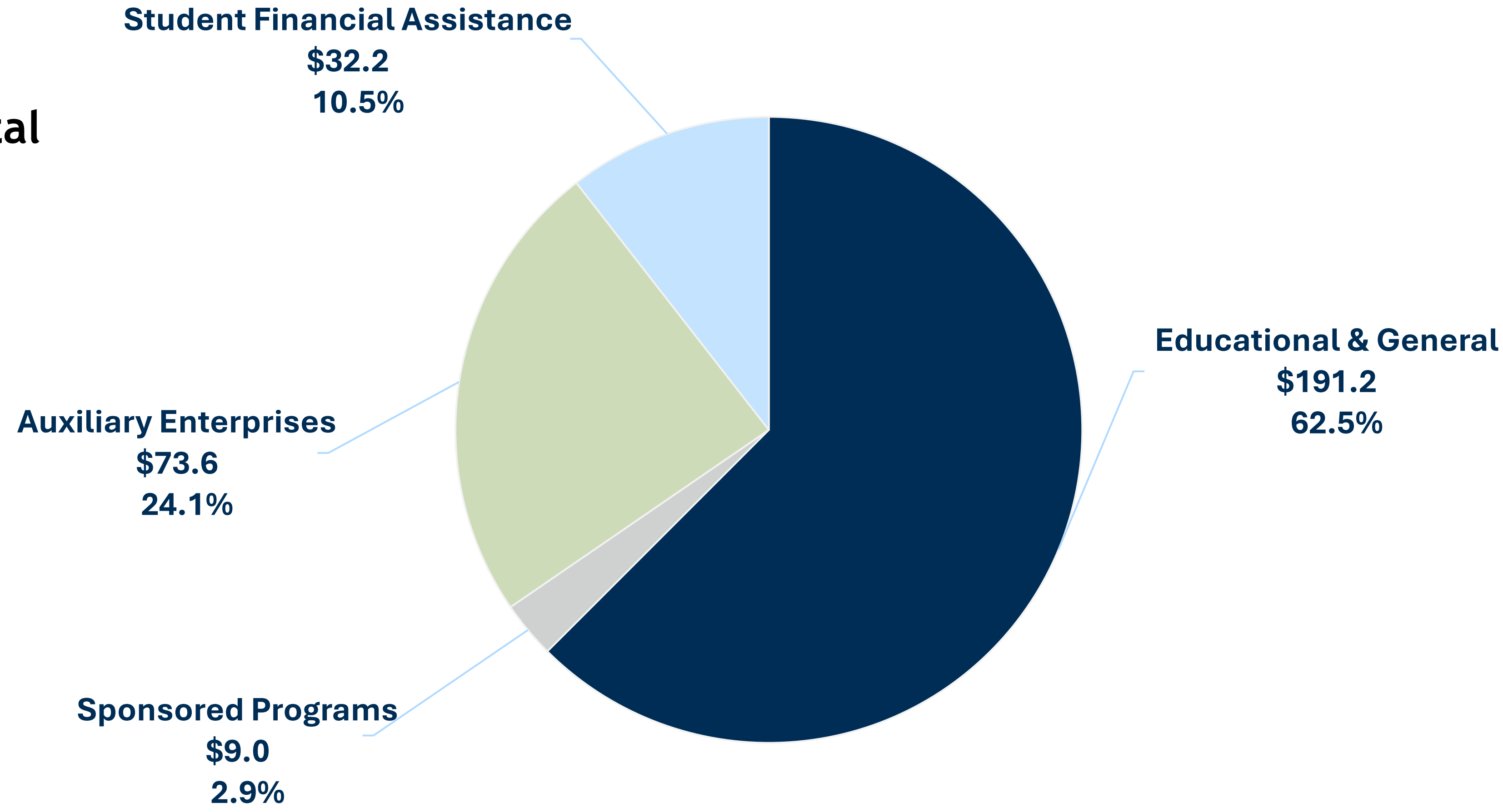
Using projected revenues, Radford University's proposed **total annual operating revenue budget is** $304.4 million



Notes:
- $ in millions
- SFA-Student Financial Assistance

2026-27 Projected Total Operating Expenditures

Using projected expenditures, Radford University's proposed **total annual operating expenditure budget is** $306.0 million



($ in millions)

2026-27 Proposed Budget Summary
by Auxiliary Subprogram

($ in Thousands)	Proposed Revenue	Proposed Expenditure	Proposed Cont/(Draw)
Dining Services	$17,306	$17,346	($40)
Bookstore	163	82	81
Residential Services	20,412	21,723	(1,310)
Parking & Transportation	1,654	1,672	(19)
Telecommunications	290	460	(170)
Student Health Services	2,904	2,873	31
Student Union & Recreation	7,500	8,451	(951)
Student Activities	1,191	1,064	127
Other Auxiliary	7,157	6,325	832
Intercollegiate Athletics	13,445	13,559	(114)
Total Auxiliary	$72,022	$73,555	($1,533)

RADFORD UNIVERSITY BOARD OF VISITORS
Business Affairs & Audit Committee
September 17, 2026

Action Item
Approval of the Radford University 2026-27 Operating Budget

Item:

Board of Visitors approval of the Radford University 2026-27 operating budget.

Executive Summary:

Each year, the Senior 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 2026-27 operating budget was developed in consideration of projected enrollment levels, actions taken by the Governor and General Assembly during the 2026 Special Session, Board-approved tuition and fee rates, the strategic goals of the University, and the economic outlook.

Anchored by a foundational "Culture of Care," Radford University is beginning to move steadily forward with its new six-year strategic vision, *Shaping Tomorrow – Together (2026–2031)*, designed to empower brighter futures and build stronger communities. Taking advantage of recent momentum in enrollment, program quality, and student success, this long-term framework guides the institution's direction by aligning resources to capitalize on core strengths, including a diverse student population, robust academic offerings, solid infrastructure, and dedicated faculty and staff.

The Commonwealth's general fund revenues remain resilient, enabling state investments across public higher education in the newly enacted 2026–2028 Biennial Budget (effective July 1, 2026). Key highlights include:

- **Need-Based Financial Aid:** The state allocated $59 million over the biennium specifically for undergraduate need-based financial aid.
- **Faculty & Staff Compensation:** The budget enacted a 3.5% salary increase for eligible classified state employees and higher education faculty and was effective July 25, 2026.
- **Strategic Alignment & Restructuring:** The state continues to emphasize long-term institutional efficiency, encouraging universities to align strategic operations with statewide goals for degree completion and cost containment.

In alignment with these state priorities, Radford University continues to take a disciplined, conservative approach to managing institutional resources. By maintaining strict fiscal stewardship and optimizing existing operational capacity, Radford ensures that state investments and university assets are deployed effectively to sustain academic quality, preserve college affordability, and advance the strategic vision of the university.

Six-Year Planning Processes and 2026-27 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 1st 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 Board approved the final 2025-26 Six-Year Plan as of December 5, 2025.

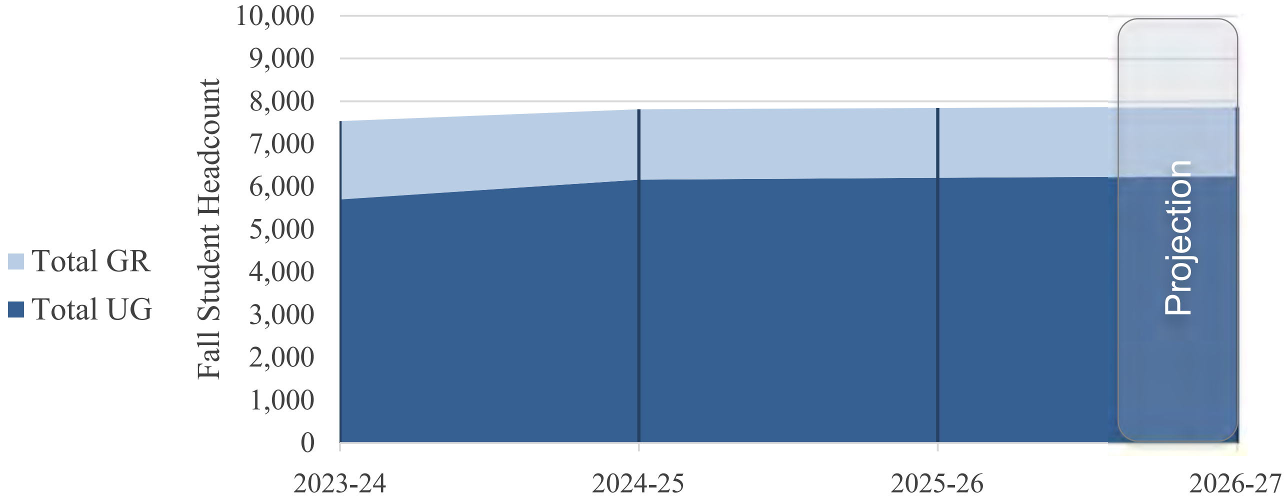
Enrollment Trend:

The enrollment profile below focuses on reporting core student demographics and residency metrics. Between 2023–24 and 2026–27, total headcount expanded from 7,531 to a projected 7,880, driven primarily by strong undergraduate growth from 5,704 to 6,250 students. Concurrently, graduate enrollment stabilized from an initial peak of 1,827 down to a steady baseline of 1,630. On the residency front, the institutional footprint has become increasingly localized, with in-state students rising from 88.9% to 90.9% of the student body, while out-of-state representation experienced a proportional decline from 11.1% down to 9.1%.

For the upcoming 2026-27 academic year, adoption of a conservative flat-growth model serves to hold total student headcount steady. Grounding revenue projections in level headcount allows executive leadership to establish a stable multi-year operational framework, ensuring that core university operations, instructional capacity, and campus resources remain fully aligned with current scale before committing to future expansion initiatives.

From a strategic and governance standpoint, maintaining a flat enrollment baseline represents the most fiscally responsible path forward. This conservative model directly insulates institutional revenue against the broader regional higher education "demographic cliff" and shrinking traditional K-12 pipelines. Furthermore, given the observed multi-year decline in higher-yielding out-of-state enrollments, projecting level headcount prevents structural budget deficits and shifts operational priorities toward student retention and completion. Budgeting under flat assumptions protects faculty lines and essential services, ensuring that any unmodeled growth manifests as an operational surplus rather than a budget shortfall.

Total Fall Student Headcount: Historical & Projected Trends



GR	1827	1651	1631	1630
UG	5704	6161	6206	6250
IS	88.9%	89.8%	90.5%	90.9%
OoS	11.1%	10.2%	9.5%	9.1%

Mandatory Cost Increases:

The University compiled the fiscal year 2027 budget with the information provided during the 2026 General Assembly Session and estimates that were anticipated to impact future funding considerations as shown below:

2026-27 General Assembly Estimated Impact Summary

	2026-27
E&G - Educational & General	
Compensation Adjustments *	$1,900,271
Fringe/Central System Changes*	1,056,344
Total E&G General Fund Recommendations	**$2,956,615**
SFA - Student Financial Assistance	
In-State Undergraduate Financial Aid	$609,000
Total E&G and SFA General Fund	**$3,565,615**

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:

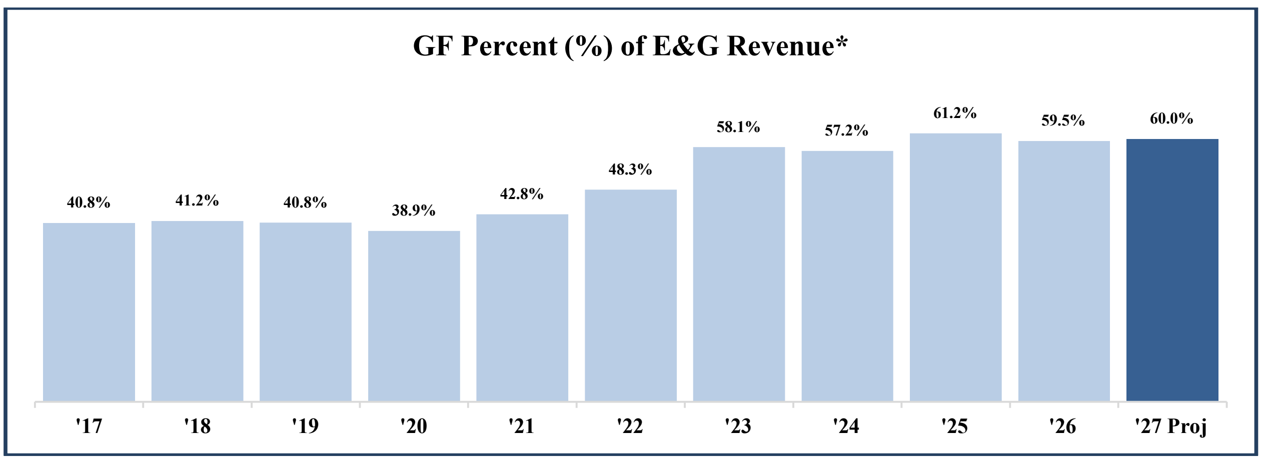
In addition to the state-mandated items, the University must also address teaching and research faculty promotion and tenure contractual commitments, operation and maintenance of facilities, contractual escalators for technology and maintenance contracts, escalating utilities, and committed costs for 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 (92.6% as of Fall 2025). The state's cost share model identifies that the University's E&G program should be funded 67% from Commonwealth's general fund support and 33% through institutional non-general fund sources (i.e. tuition, E&G fees, etc.).

As demonstrated in Figure 1, the 2026-27 projected E&G general fund split is still below the Commonwealth's policy of 67%. The difference reflects funding of essential programmatic needs to support the University's in-state student population.

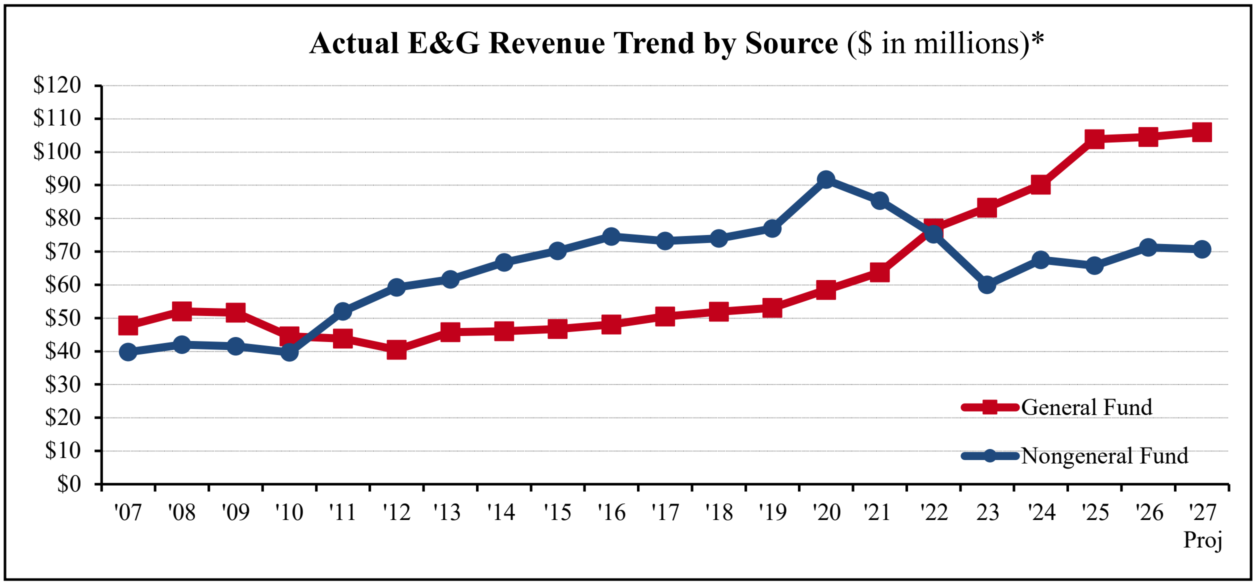
Figure 1: E&G General Fund Appropriation Historical Trend



**Excludes carryforward*

Figure 2 displays the E&G general fund and non-general fund trends between 2007 and 2027 (projected). In 2010, because 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 2025 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:

2026-27 Projected Total Revenue

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

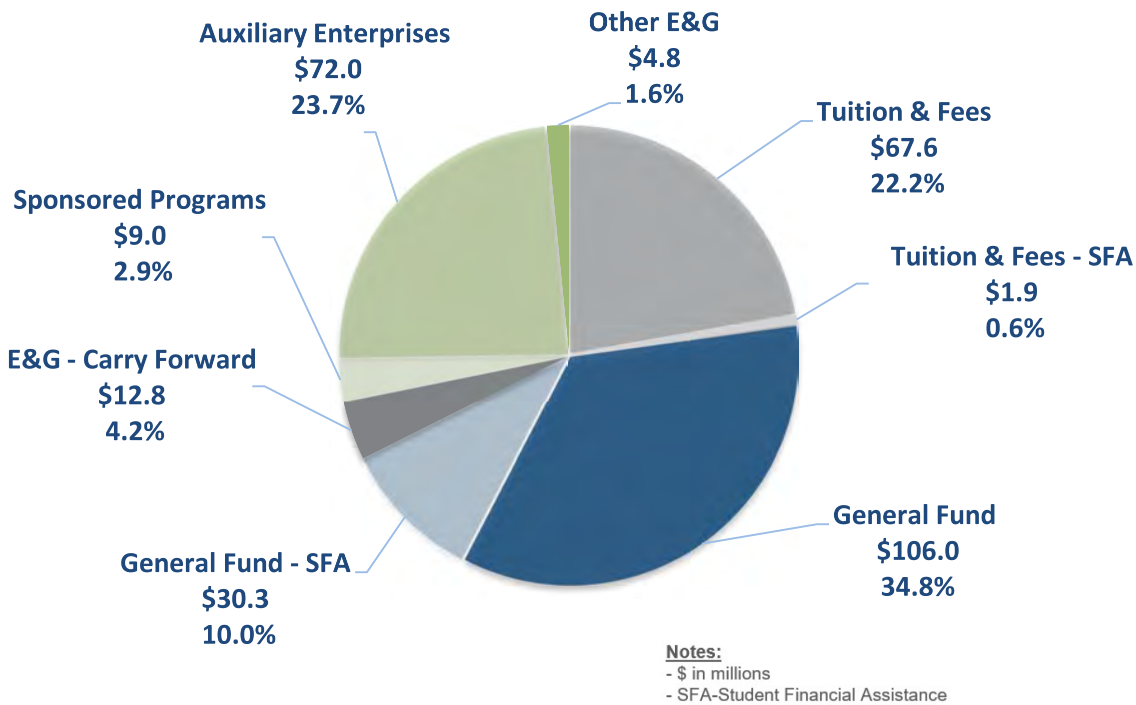
- **General Fund** (GF) – Virginia tax dollars (unrestricted), distributed through the Commonwealth's budget process and documented through the Virginia Acts of Assembly (i.e. Appropriations Act).

- **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 2026-27, the University is projecting revenue of $304.4 million. This reflects a .2%decrease from the 2025-26 Original Total Budget. The decrease is reflective of the decreased carry-forward in 2026-27 compared to 2025-26.

The majority of the University's total operating budget, 54.2%*(excluding carryforward)* is supported through non-general fund sources. The remaining 44.8% *(excluding carryforward)* is supported through the general fund. Figure 3 displays the breakdown of projected revenue by major funding sources.

Figure 3: 2026-27 Projected Total Revenue (All Sources and Programs)



2026-27 Projected Total Expenditures

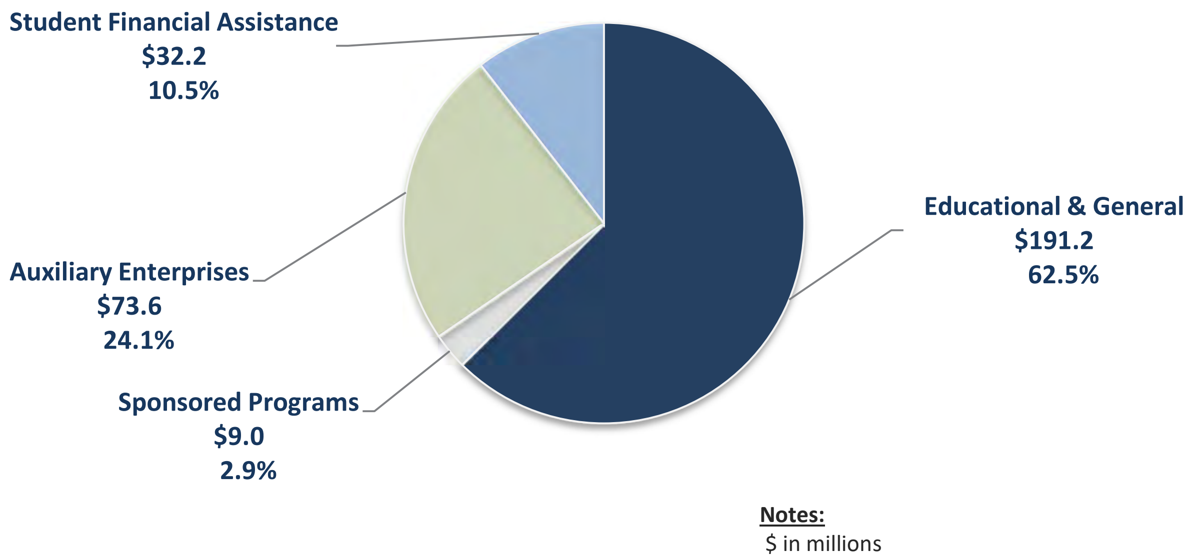
Expenditures are expected to total $306 million for 2026-27.

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 62.5% of the expenditure budgeted while Auxiliary Enterprises accounts for 24.1%. The remaining 13.4%is split between Student Financial Assistance and Sponsored Programs.

Figure 4: 2026-27 Projected Expenditures by Major Program



Attachment I and Schedules A and B provide an overview of the University's proposed 2026-27 operating budget by major program. Attachment I details the 2026-27 Funded E&G Initiatives, Schedule A provides an overview of the 2026-27 Total University Operating Budget, and Schedule B reflects the 2026-27 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 2026-27 E&G operating budget (base and one-time) totals $191.2 million. The percentage of the E&G budget supported by general funds is projected to be 60% for 2026-27. The University is anticipating receiving $1.9 million in general funds for mandated salary increases as well as $1.1 million in fringes and other categories. Projected E&G non-general fund revenue is derived primarily from tuition and fees at $67.6 million, an E&G carryforward of $12.8 million, with all other E&G revenue totaling $4.9 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 2026-27 is $30.3 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 2026-27, 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 2026-27, the revenue budget for Auxiliary Enterprises is projected to be $72.0 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 2026-27 operating budget as presented in Schedule A for Total Operating Budget and Schedule B for Auxiliary Enterprises.

RADFORD UNIVERSITY BOARD OF VISITORS
Resolution
September 18, 2026

Approval of the Radford University 2026-27 Operating Budget

BE IT RESOLVED, the Radford University Board of Visitors approves the fiscal year 2026-27 operating budget as presented in Schedule A for Total Operating Budget and Schedule B for Auxiliary Enterprises.

Radford University
Proposed University Operating Budget
2026-27

Dollars in Thousands	Annual Budget for 2025-26		2025-26	2026-27 Adjustments			2026-27
	Original Total Budget (a)	Adjusted Total Budget (b)	Adjusted Total Budget	Technical Adjustments	Base Adjustments	One-Time Adjustments	Recommended Total Budget (c)
Educational and General Programs							
Revenues							
General Fund	$99,074	$104,531	$104,531	($5,457)	6,878	$0	$105,952
Carryforward	24,512	24,512	24,512	(24,512)	0	12,803	12,803
Tuition and Fees	65,222	66,222	66,222	(1,000)	1,359		66,581
All Other Income	4,564	3,564	3,564	(745)	1,327	1,745	5,891
Revenue	$193,372	$198,829	$198,829	($31,714)	$9,564	$14,548	$191,227
Expenditures							
Instructional & Academic Support	($104,415)	($105,584)	($105,584)	$2,913	($2,237)	($1,745)	($106,652)
All Other Support Programs	(88,957)	(93,246)	($93,246)	$28,801	(7,327)	(12,803)	($84,574)
Expenditures	($193,372)	($198,829)	($198,829)	$31,714	($9,564)	($14,548)	($191,227)
Reserve Draw (Deposit)	0	0	0	0	0	0	0
NET	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Student Financial Assistance							
Revenue	$31,623	$36,866	$36,866	($5,243)	$0	$609	$32,232
Expenditures	($31,623)	($36,866)	(36,866)	5,243	0	(609)	(32,232)
Reserve Draw (Deposit)	0	0	0	0	0	0	0
NET	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Sponsored Programs							
Revenue	$8,962	$9,572	$9,572	($610)	$0	$0	$8,962
Expenditures	(8,962)	(9,572)	(9,572)	610	0	0	(8,962)
Reserve Draw (Deposit)	0	0	0	0	0	0	0
NET	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Auxiliary Enterprises							
Revenues	$70,992	$71,157	$71,157	($165)	$1,030	$0	$72,022
Expenditures	(68,069)	(77,786)	(77,786)	6,736	(2,438)	(67)	(73,555)
Reserve Draw (Deposit)	(2,923)	6,629	6,629	(6,572)	1,408	67	1,533
NET	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Total University							
Revenues	**$304,949**	**$316,424**	**$316,424**	**($37,732)**	**$10,594**	**$15,157**	**$304,442**
Expenses	**(302,025)**	**(323,053)**	**(323,053)**	**44,304**	**(12,002)**	**(15,224)**	**(305,975)**
Reserve Draw (Deposit)	**(2,923)**	**6,629**	**6,629**	**(6,572)**	**1,408**	**67**	**1,533**
NET	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Notes:
(a) Original Total Budget - Reflects the 2025-26 Operating Budget as of July 1, 2025 which was approved by the Board at the September 2025 meeting. Both recurring and one-time operating budgets are included.
(b) Adjusted Total Budget - Reflects the 2025-26 Operating Budget as of June 30, 2026. Both recurring and one-time operating budgets are included.
(c) Recommended Total Budget - Reflects the proposed 2026-27 Original Total Budget as of July 1, 2026. Both recurring and one-time operating budgets are included.

Radford University
Proposed Auxiliary Enterprise Budget
2026-27

Dollars in Thousands	Annual Budget for 2025-26		2025-26	2026-27 Adjustments			2026-27
	Original Total Budget (a)	Adjusted Total Budget (b)	Adjusted Total Budget	Technical Adjustments	Base Adjustments	One-Time Adjustments	Recommended Total Budget (c)
Residential & Dining Programs							
Revenues	$38,170	$38,170	$38,170	$0	($452)	$0	$37,718
Expenditures	($37,520)	($37,695)	(37,695)	$175	(1,548)	0	(39,069)
Reserve Draw (Deposit)	(650)	(475)	(475)	(175)	2,000	0	1,350
NET	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Bookstore							
Revenues	$363	$363	$363	$0	($200)	$0	$163
Expenditures	($171)	($171)	(171)	0	89	0	(82)
Reserve Draw (Deposit)	(192)	(192)	(192)	0	111	0	(81)
NET	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Parking & Transportation							
Revenues	$1,480	$1,480	$1,480	$0	$174	$0	$1,654
Expenditures	($1,546)	($1,546)	(1,546)	$0	(126)	0	(1,672)
Reserve Draw (Deposit)	67	67	67	0	(48)	0	19
NET	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Telecommunications							
Revenues	$420	$420	$420	$0	($130)	$0	$290
Expenditures	($457)	($457)	(457)	$0	(3)	0	(460)
Reserve Draw (Deposit)	37	37	37	0	133	0	170
NET	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Student Health Services							
Revenues	$2,630	$2,630	$2,630	$0	$274	$0	$2,904
Expenditures	($2,623)	($2,623)	(2,623)	$0	(214)	(37)	(2,873)
Reserve Draw (Deposit)	(7)	(7)	(7)	0	(60)	37	(31)
NET	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Student Programming							
Revenues	$8,107	$8,216	$8,216	($108)	$584	$0	$8,691
Expenditures	($8,914)	($9,282)	(9,282)	$368	(595)	(6)	(9,514)
Reserve Draw (Deposit)	806	1,066	1,066	(260)	12	6	824
NET	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Building & Facilities							
Revenues	$976,545	$876	$876	$74	$1	$0	$951
Expenditures	($1,864)	($4,698)	(4,698)	$3,276	(136)	0	(1,559)
Reserve Draw (Deposit)	888	3,822	3,822	(3,350)	135	0	608
NET	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Other Enterprise Functions							
Revenues	$6,070	$6,095	$6,095	($25)	$136	$0	$6,206
Expenditures	($5,125)	($8,093)	(8,093)	$2,968	358	0	(4,766)
Reserve Draw (Deposit)	(946)	1,997	1,997	(2,943)	(494)	0	(1,440)
NET	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Intercollegiate Athletics							
Revenues	$12,776	$12,908	$12,908	($132)	$670	$0	$13,445
Expenditures	($12,772)	($13,221)	(13,221)	$391	(705)	(25)	(13,559)
Reserve Draw (Deposit)	(4)	313	313	(259)	35	25	114
NET	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Total Auxiliary Enterprise							
Revenues	**$70,992**	**$71,157**	**$71,157**	**($191)**	**$1,056**	**$0**	**$72,022**
Expenses	**(70,992)**	**(77,786)**	**(77,786)**	**7,178**	**(2,880)**	**(67)**	**(73,555)**
Reserve Draw (Deposit)	**0**	**6,629**	**6,629**	**(6,987)**	**1,823**	**67**	**1,533**
NET	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Notes:
(a) Original Total Budget - Reflects the 2025-26 Operating Budget as of July 1, 2025 which was approved by the Board at the September 2025 meeting. Both recurring and one-time operating bu
(b) Adjusted Total Budget - Reflects the 2025-26 Operating Budget as of June 30, 2026. Both recurring and one-time operating budgets are included.
(c) Recommended Total Budget - Reflects the proposed 2026-27 Original Total Budget as of July 1, 2026. Both recurring and one-time operating budgets are included.

RADFORD UNIVERSITY BOARD OF VISITORS
Business Affairs & Audit Committee
September 17, 2026

Action Item
Approval of the Updated Weapons Policy

Item:
Recommendation to approve of the revised Weapons Policy to align University requirements with recent changes to Virginia law and to provide clearer guidance regarding the possession, use, storage, and authorization of firearms and other weapons on University property.

Background:
The changes align the University's rules with recent updates to Virginia code, particularly **Virginia Code § 18.2-283.2**, which now expressly addresses firearms and explosive materials in Commonwealth-owned or leased buildings and provides specific exceptions for activities approved through a public institution's law-enforcement or public-safety unit. The updated language also creates more clearly defined exceptions for law enforcement, authorized University employees, academic and research activities, ROTC and other approved organizations, public safety training, authorized storage, and contractors performing legitimate duties. It also establishes the Radford University Police Department and the Chief of Police or designee as the central approval authority for University activities involving firearms or weapons, aligning the regulation with current Virginia law. The revision also strengthens enforcement provisions, identifies potential disciplinary and criminal consequences, and provides clearer authority for RUPD to manage approvals, storage, and violations involving weapons on University property.

Action:
Radford University Board of Visitors approval of the Weapons Policy, as presented.

RADFORD UNIVERSITY BOARD OF VISITORS
RESOLUTION
Approval of the Revised Weapons Policy
September 18, 2026

BE IT RESOLVED, the Radford University Board of Visitors approves the Radford University Weapons Policy, as presented.

RADFORD UNIVERSITY

WEAPONS REGULATION

Date Adopted by the Board of Visitors: [Insert Date]

1. Purpose

Radford University is committed to maintaining a safe and secure learning, living, and working environment. This regulation establishes restrictions governing the possession, storage, transportation, and use of firearms, weapons, and explosive materials on university property in accordance with applicable federal and state law, including Virginia Code § 18.2-283.2.

2. Definitions

Explosive Material means any explosive, blasting agent, detonator, incendiary device, or other material regulated under applicable federal or Virginia law.

Firearm means any handgun, pistol, revolver, rifle, shotgun, or other weapon designed or intended to expel a projectile by action of an explosion, combustion, compressed air, gas, spring, or other propellant. This definition includes BB guns, pellet guns, paintball guns, and similar devices regardless of the propellant used.

Police Officer means a sworn law enforcement officer authorized under the laws of the Commonwealth of Virginia, the United States, or another jurisdiction of the United States and possessing lawful authority to carry firearms while performing official duties.

Stun Weapon means any device that emits electrical, electromagnetic, audible, optical, or other energy designed to temporarily incapacitate a person.

University Property means any property, building, structure, facility, grounds, or vehicle owned, leased, operated, managed, or controlled by Radford University.

Weapon means any instrument designed for combat or any object carried or used for the purpose of inflicting, threatening, or causing bodily injury. Weapons include, but are not limited to:

- Firearms;
- Fixed-blade knives;
- Folding knives with blades exceeding four inches;
- Razors;
- Metal knuckles;
- Blackjacks;
- Hatchets;
- Bows and arrows;

- Nun chahkas;
- Swords and foils;
- Stun weapons;
- Explosive material; and
- Any object used or intended to be used as a weapon.

3. Prohibited Conduct

Except as expressly authorized by this regulation or applicable law, no employee, student, volunteer, contractor, visitor, or other individual shall possess, carry, transport, display, use, maintain, or store any firearm, weapon, or explosive material on university property.

This prohibition applies regardless of whether the individual possesses a valid concealed handgun permit or authorization issued by another governmental entity.

The prohibition applies to all university property and university events, including, but not limited to the following:

- Academic buildings;
- Administrative buildings;
- Residence halls;
- Dining facilities;
- Athletic facilities;
- Parking lots and parking structures;
- Outdoor spaces;
- University events;
- University-owned or controlled vehicles; and
- Any other university property.

Any person found in possession of a firearm, weapon, or explosive material in violation of this regulation may be directed to immediately remove the item from university property and may be subject to university disciplinary action, trespass proceedings, criminal prosecution, employment action, or other sanctions authorized by law.

4. Authorized Exceptions

The following individuals and activities are exempt from this prohibition:

A. University Police Personnel

Sworn police officers employed by the Radford University Police Department acting within the scope of their official duties.

B. Law Enforcement Officers

Current sworn federal, state, local, military, tribal, or territorial law enforcement officers acting within the scope of their official duties or otherwise authorized by law.

C. Authorized University Employees

Employees whose official duties require possession or use of a firearm, explosive material or weapon and who have received written authorization from the Chief of Police or designee.

D. Contractors and Vendors

Contractors, vendors, and service providers whose duties require possession or use of tools, equipment, or devices that would otherwise fall within the definition of a weapon may possess and use such tools, equipment, or devices solely for the performance of authorized contractual duties.

E. Academic Programs and Curriculum

Students, faculty, staff, and other participants may possess firearms, explosive material or other weapons, or related equipment when:

1. Required as part of an approved academic curriculum;
2. Required for research activities approved by the university;
3. Required for participation in a university-sponsored educational activity; **and**
4. Prior written approval has been obtained in advance from the Radford University Police Department Chief of Police or designee.

F. Authorized Organizations and Activities

Members of organizations authorized by the university, including but not limited to ROTC units, law enforcement training programs, ceremonial units, athletic programs, or other approved organizations, may possess firearms or weapons when:

1. Such possession is necessary for the approved activity;
2. The activity has been authorized by the university; **and**
3. Prior written approval has been obtained in advance from the Radford University Police Department Chief of Police or designee.

G. Public Safety Training Programs

Participants in training programs sponsored or approved by the Radford University Police Department where firearms or weapons are provided, controlled, and supervised by authorized personnel.

H. Authorized Storage

The Chief of Police or designee may authorize the storage of firearms or other weapons with the Radford University Police Department under procedures established by the department.

Requests shall be evaluated on a case-by-case basis considering:

- Applicable federal and state law;
- University policy;
- Community safety;
- Security requirements; and
- Operational considerations.

5. University Approval Requirement

Any activity involving firearms, weapons, ammunition, or explosive materials conducted pursuant to an academic curriculum, university program, research activity, event, training exercise, or authorized organization shall require prior approval through the Radford University Police Department Chief of Police or designee.

The Chief of Police or designee shall establish procedures governing such approvals.

6. Enforcement Authority

For purposes of enforcing this regulation, Radford University police officers and other law enforcement officers possessing lawful jurisdiction on university property are persons lawfully in charge of university property.

Such officials may direct any individual violating this regulation to leave university property and may take any lawful enforcement action authorized by university policy or applicable law.

7. Relationship to State Law

Nothing in this regulation shall be interpreted to limit the authority granted under Virginia law or applicable federal law. Violations of this regulation may also constitute violations of Virginia Code § 18.2-283.2 or other applicable statutes and may result in criminal penalties in addition to university disciplinary action.

8. Related Authorities

- Virginia Code § 18.2-283.2
- Code of Virginia § 23.1-1301
- DHRM Policy 1.60: Standards of Conduct
- Virginia Administrative Code, Title 8, Agency 75

- Radford University Standards of Student Conduct
- Non-departmental weapon storage policy
- Teaching & Research Faculty Handbook
- Administrative and Professional Faculty Handbook

9. Approvals and revisions

RADFORD UNIVERSITY
WEAPONS REGULATION

Date Adopted by the Board of Visitors: ~~September 14, 2012~~

1. Purpose

Radford University is committed to maintaining a safe and secure learning, living, and working environment. This regulation establishes restrictions governing the possession, storage, transportation, and use of firearms, weapons, and explosive materials on university property in accordance with applicable federal and state law, including Virginia Code § 18.2-283.2.

2. Definitions

~~The following words and terms when used in this chapter shall have the following meanings unless the context clearly indicates otherwise:~~

Explosive Material means any explosive, blasting agent, detonator, incendiary device, or other material regulated under applicable federal or Virginia law.

~~"~~**Firearm**~~s"~~ means any ~~are defined as any~~ handgun, pistol, revolver, rifle, shotgun ~~pistol, or handgun~~ or other weapon designed or intended to ~~fire~~ expel a~~ny~~ projectile by action of any explosion, combustion, compressed air, gas, spring, or other propellant. This definition includes~~including but not limited to bullets,~~ BB guns, pellet gunss, paintball guns, and similar devices ~~or shots, including paint balls,~~ regardless of the propellant used.

~~"~~**Police Oofficer**~~"~~ means a sworn law -enforcement ~~officials~~ officer authorized under the laws of the Commonwealth of Virginia, the United States, or another ~~appointed pursuant to Article 3 (§ 15.2-1609 et seq.) of Chapter 16 or Chapter 17 (§ 15.2-1700 et seq.) of Title 15.2, Chapter 17 (§ 23-232 et seq.) of Title 23, Chapter 2 (§ 29.1-200 et seq.) of Title 29.1, and Chapter 1 (§ 52-1 et seq.) of Title 52 of the Code of Virginia, currently sworn federal law-enforcement officers, or currently sworn and certified law-enforcement officers of all other~~ jurisdictions of the United States ~~of America~~ and possessing lawful authority to carry firearms while performing official duties.

Stun Weapon means any device that emits electrical, electromagnetic, audible, optical, or other energy designed to temporarily incapacitate a person.

~~"~~**University Pproperty**~~"~~ means any property, building, structure, facility, grounds, or vehicle owned, leased, operated, managed, or controlled by Radford University.

~~"~~**Weapons**~~"~~ ~~are defined~~ means ~~as~~ any instrument ~~of combat, or any object not~~ designed ~~as~~

~~an instrument of~~ for combat or any object ~~but~~ carried or used for the purpose of inflicting, ~~or~~ threatening, or causing bodily injury. ~~Examples~~ Weapons include but are not limited to: ~~firearms, knives with fixed blades or pocket knives with blades longer than four inches, razors, metal knuckles, blackjacks, hatchets, bows and arrows, nun chahkas, foils, stun weapons, or any explosive or incendiary device. Stun weapon is defined as any device that emits a momentary or pulsed output which is electrical, audible, optical, or electromagnetic in nature and which is designed to temporarily incapacitate a person.~~

- Firearms;
- Fixed-blade knives;
- Folding knives with blades exceeding four inches;
- Razors;
- Metal knuckles;
- Blackjacks;
- Hatchets;
- Bows and arrows;
- Nun chahkas;
- Swords and foils;
- Stun weapons;
- Explosive material; and
- Any object used or intended to be used as a weapon.

3. Prohibited Conduct ~~Possession of Weapons Prohibited~~

~~The university's employees, students, and volunteers are prohibited from carrying, maintaining, or storing a firearm or weapon on any university property. Any visitor or other third party attending a sporting, entertainment, or educational event, or visiting an academic or administrative office building, dining facility, or residence hall, is prohibited from carrying, maintaining, or storing a firearm or weapon on any university facility, even if the owner has a valid permit. This prohibition also applies to all events on campus where people congregate in any public or outdoor areas.~~

Except as expressly authorized by this regulation or applicable law, no employee, student, volunteer, contractor, visitor, or other individual shall possess, carry, transport, display, use, maintain, or store any firearm, weapon, or explosive material on university property.

This prohibition applies regardless of whether the individual possesses a valid concealed handgun permit or authorization issued by another governmental entity.

The prohibition applies to all university property and university events, including, but not limited to the following:

- Academic buildings;

- Administrative buildings;
- Residence halls;
- Dining facilities;
- Athletic facilities;
- Parking lots and parking structures;
- Outdoor spaces;
- University events;
- University-owned or controlled vehicles; and
- Any other university property.

Any ~~such individual~~person ~~who is reported or discovered to~~found in -possession of a firearm, weapon or explosive material~~other weapon~~ ~~on university property will be asked to remove it immediately~~in violation of this regulation may be directed to immediately remove the item from university property and may be subject to university disciplinary action, respass proceedings, criminal prosecution, employment action, or other sanctions authorized by law. ~~Failure to comply may result in a student conduct referral, an employee disciplinary action, or arrest.~~

4. Authorized Exceptions ~~to Prohibition~~

The following ~~groups~~ individuals and activities are exempt~~ed~~ from this ~~regulation~~prohibition:

A. University Police Personnel

Sworn police officers employed by the Radford University Police Department acting within the scope of their official duties.

B. Law Enforcement Officers

Current sworn federal, state, local, military, tribal, or territorial law enforcement officers acting within the scope of their official duties or otherwise authorized by law.

C. Authorized University Employees

Employees whose official duties require possession or use of a firearm, explosive material or weapon and who have received written authorization from the Chief of Police or designee.

D. Contractors and Vendors

Contractors, vendors, and service providers whose duties require possession or use of tools, equipment, or devices that would otherwise fall within the definition of a weapon may possess and use such tools, equipment, or devices solely for the performance of authorized contractual duties.

E. Academic Programs and Curriculum

Students, faculty, staff, and other participants may possess firearms, explosive material or other weapons, or related equipment when:

1. Required as part of an approved academic curriculum;
2. Required for research activities approved by the university;
3. Required for participation in a university-sponsored educational activity; **and**
4. Prior written approval has been obtained in advance from the Radford University Police Department Chief of Police or designee.

F. Authorized Organizations and Activities

Members of organizations authorized by the university, including but not limited to ROTC units, law enforcement training programs, ceremonial units, athletic programs, or other approved organizations, may possess firearms or weapons when:

1. Such possession is necessary for the approved activity;
2. The activity has been authorized by the university; **and**

3. Prior written approval has been obtained in advance from the Radford University Police Department Chief of Police or designee.

G. Public Safety Training Programs

Participants in training programs sponsored or approved by the Radford University Police Department where firearms or weapons are provided, controlled, and supervised by authorized personnel.

H. Authorized Storage

The Chief of Police or designee may authorize the storage of firearms or other weapons with the Radford University Police Department under procedures established by the department.

Requests shall be evaluated on a case-by-case basis considering:

- Applicable federal and state law;
- University policy;
- Community safety;
- Security requirements; and
- Operational considerations.

1. ~~Employees may possess or carry a firearm or other weapon only if the employee is:~~
   a. ~~Required to possess the firearm or other weapon as a part of the employee's job duties with Radford University;~~
   b. ~~Using the firearm or weapon in conjunction with training received by the employee in order to perform the responsibilities of his/her job with the university;~~
   c. ~~A certified and sworn police officer employed by the Radford University Police Department;~~
   d. ~~Currently a sworn and certified state or federal law enforcement officer who carries proper identification;~~
   e. ~~Participating in a program sponsored by the Radford University Police Department, wherein the firearms are provided by the department and utilized only during direct supervision by the department.~~
2. ~~Students may possess and use appropriate tools, such as saws, knives, and other such implements, necessary for the performance of their job duties or school work, or for student recreational purposes approved under university policy or while participating in a program sponsored by the Radford University Police Department wherein the firearms are provided by the department and utilized only during supervision by the department.~~
3. ~~The Chief of the Radford University Police Department, or his designee, may authorize in writing a student or employee to store a firearm or weapon covered by this chapter with~~

~~the Radford University Police Department. A request for permission pursuant to this exception shall be addressed in advance to the Chief of the Radford University Police Department, or his designee, where it will be evaluated on a case-by-case basis in accordance with state and federal law, university policy and procedure, and the safety of the university community.~~

4. ~~Contractors and others on campus whose duties require possession and use of construction equipment, including but not limited to pneumatic nail guns, may possess and use such equipment only in performance of their job duties through a valid contractual or legal relationship with Radford University.~~

5. University Approval Requirement

Any activity involving firearms, weapons, ammunition, or explosive materials conducted pursuant to an academic curriculum, university program, research activity, event, training exercise, or authorized organization shall require prior approval through the Radford University Police Department Chief of Police or designee.

The Chief of Police or designee shall establish procedures governing such approvals.

6. ~~Person Lawfully In Charge~~Enforcement Authority

For purposes of enforcing this regulation, Radford University police officers and other law enforcement officers possessing lawful jurisdiction on university property are persons lawfully in charge of university property.

Such officials may direct any individual violating this regulation to leave university property and may take any lawful enforcement action authorized by university policy or applicable law.

~~In addition to individuals authorized by university policy, Radford University police officers, and other police officers acting pursuant to a mutual aid agreement or by concurrent jurisdiction, are lawfully in charge for the purposes of forbidding entry upon or remaining upon university property while possessing or carrying weapons in violation of this prohibition~~.

7. Relationship to State Law

Nothing in this regulation shall be interpreted to limit the authority granted under Virginia law or applicable federal law. Violations of this regulation may also constitute violations of Virginia Code § 18.2-283.2 or other applicable statutes and may result in criminal penalties in addition to university disciplinary action.

8. Related Authorities

- Virginia Code § 18.2-283.2
- Code of Virginia § 23.1-1301
- DHRM Policy 1.60: Standards of Conduct
- Virginia Administrative Code, Title 8, Agency 75

9. Approvals and revisions

~~Also see: Virginia Administrative Code, Title 8. Education, Agency 75. Radford University, Chapter 20. Weapons Regulation~~

RADFORD UNIVERSITY
WEAPONS REGULATION

Date Adopted by the Board of Visitors: September 14, 2012

Definitions

The following words and terms when used in this chapter shall have the following meanings unless the context clearly indicates otherwise:

"Firearms" are defined as any gun, rifle, pistol, or handgun designed to fire any projectile including but not limited to bullets, BBs, pellets, or shots, including paint balls, regardless of the propellant used.

"Police officer" means law-enforcement officials appointed pursuant to Article 3 (§ 15.2-1609 et seq.) of Chapter 16 or Chapter 17 (§ 15.2-1700 et seq.) of Title 15.2, Chapter 17 (§ 23-232 et seq.) of Title 23, Chapter 2 (§ 29.1-200 et seq.) of Title 29.1, and Chapter 1 (§ 52-1 et seq.) of Title 52 of the Code of Virginia, currently sworn federal law-enforcement officers, or currently sworn and certified law-enforcement officers of all other jurisdictions of the United States of America.

"University property" means any property owned, leased, or controlled by Radford University.

"Weapons" are defined as any instrument of combat, or any object not designed as an instrument of combat but carried for the purpose of inflicting or threatening bodily injury. Examples include but are not limited to firearms, knives with fixed blades or pocket knives with blades longer than four inches, razors, metal knuckles, blackjacks, hatchets, bows and arrows, nun chahkas, foils, stun weapons, or any explosive or incendiary device. Stun weapon is defined as any device that emits a momentary or pulsed output which is electrical, audible, optical, or electromagnetic in nature and which is designed to temporarily incapacitate a person.

Possession of Weapons Prohibited

The university's employees, students, and volunteers are prohibited from carrying, maintaining, or storing a firearm or weapon on any university property. Any visitor or other third party attending a sporting, entertainment, or educational event, or visiting an academic or administrative office building, dining facility, or residence hall, is prohibited from carrying, maintaining, or storing a firearm or weapon on any university facility, even if the owner has a valid permit. This prohibition also applies to all events on campus where people congregate in any public or outdoor areas.

Any such individual who is reported or discovered to possess a firearm or other weapon on university property will be asked to remove it immediately from university property. Failure to comply may result in a student conduct referral, an employee disciplinary action, or arrest.

Exceptions to Prohibition

The following groups are exempted from this regulation:

1. Employees may possess or carry a firearm or other weapon only if the employee is:
    a. Required to possess the firearm or other weapon as a part of the employee's job duties with Radford University;
    b. Using the firearm or weapon in conjunction with training received by the employee in order to perform the responsibilities of his/her job with the university;
    c. A certified and sworn police officer employed by the Radford University Police Department;
    d. Currently a sworn and certified state or federal law enforcement officer who carries proper identification;
    e. Participating in a program sponsored by the Radford University Police Department, wherein the firearms are provided by the department and utilized only during direct supervision by the department.
2. Students may possess and use appropriate tools, such as saws, knives, and other such implements, necessary for the performance of their job duties or school work, or for student recreational purposes approved under university policy or while participating in a program sponsored by the Radford University Police Department wherein the firearms are provided by the department and utilized only during supervision by the department.
3. The Chief of the Radford University Police Department, or his designee, may authorize in writing a student or employee to store a firearm or weapon covered by this chapter with the Radford University Police Department. A request for permission pursuant to this exception shall be addressed in advance to the Chief of the Radford University Police Department, or his designee, where it will be evaluated on a case-by-case basis in accordance with state and federal law, university policy and procedure, and the safety of the university community.
4. Contractors and others on campus whose duties require possession and use of construction equipment, including but not limited to pneumatic nail guns, may possess and use such equipment only in performance of their job duties through a valid contractual or legal relationship with Radford University.

Person Lawfully In Charge

In addition to individuals authorized by university policy, Radford University police officers, and other police officers acting pursuant to a mutual aid agreement or by concurrent jurisdiction, are lawfully in charge for the purposes of forbidding entry upon or remaining upon university property while possessing or carrying weapons in violation of this prohibition.

Also see: Virginia Administrative Code, Title 8. Education, Agency 75. Radford University, Chapter 20. Weapons Regulation

Discussion

Minutes

Radford
UNIVERSITY

Business Affairs and Audit Committee
10:30 a.m.
June 4, 2026
Kyle Hall, Room 340, Radford, VA

DRAFT
Minutes

Committee Members Present
Ms. Jeanne S. Armentrout, Chair
Ms. Joann Craig, Vice Chair
Dr. Betty Jo Foster
Mr. George Mendiola Jr.
Mr. Jonathan Sweet
Mr. James C. Turk, Jr.

Board Members Present
Ms. Jennifer Wishon Gilbert, Vice Rector
Mr. Dale S. Ardizzone
Ms. Betsy D. Beamer
Ms. Callie M. Dalton
Ms. Mary Anne Holbrook
Mr. Christopher Settle
Mr. David A. Smith
Dr. Matthew Close, Faculty Representative

Others Present:
Dr. Bret Danilowicz, President
Dr. Ryan Bowyer, Chief of Staff, Office of the President
Mr. Jorge Coartney, Associate Vice President, Facilities Management
Ms. Crystal Cregger, Director, University Services
Mr. Paul Ely, Director of Capital Planning and Construction
Ms. Allison Gallimore, Manager of Business Operations, Finance and Administration
Ms. Lisa Ghidotti, Executive Director of Government Relations and Strategic Initiatives
Dr. Dannette Gomez-Beane, Vice President for Enrollment Management and Strategic Communications
Dr. Rob Hoover, Vice President for Finance and Administration and Chief Financial Officer
Dr. Angela Joyner, Vice President for Economic Development and Corporate Education
Ms. Michele Laudenbacher, Associate Vice President for Budget and Planning
Dr. Donna McCloskey, Dean, Davis College of Business and Economics
Ms. Margaret McManus, University Auditor
Dr. Jeanne Mekolichick, Associate Provost for Research, Faculty Success and Strategic Initiatives
Mr. Derek R, Neal, Chief Executive Officer, Radford University Foundation

Mr. David Rasnic, Higher Education Programs Director, Auditor of Public Accounts
Ms. Susan Richardson, University Counsel
Dr. Tricia S, Smith, Interim Vice President for Student Affairs
Ms. Lauren Snelson, Assistant Director, University Services
Mr. Chris Stafford, Assistant Director, Financial Planning & Analysis
Ms. Michele Thacker, Finance and Administration Director, Facilities
Dr. Bethany Usher, Provost and Senior Vice President for Academic Affairs
Ms. Penny Helms White, Vice President for University Advancement and Alumni Relations

Call to Order
Ms. Jeanne Armentrout, Chair, formally called the meeting to order at 10:36 a.m. in Kyle Hall, Room 340, Radford, Virginia. Ms. Armentrout welcomed everyone to the June meeting of the Business Affairs and Audit Committee.

Approval of Agenda
Ms. Armentrout asked for a motion to approve the June 4, 2026, meeting agenda, as published. Mr. Jonathan Sweet so moved, Mr. James Turk, seconded, and the motion was carried unanimously.

Approval of Minutes
Ms. Armentrout asked for a motion to approve the minutes of the March 19, 2026, Business Affairs and Audit Committee meeting, as published. Ms. Joann Craig so moved, Mr. George Mendiola seconded, and the motion was carried unanimously.

Reports
Auditor of Public Accounts Report
Higher Education Programs Director David Rasnic presented the result of the University's FY 2025 financial statement audit, for which the University will receive an unmodified opinion. A copy of said presentation was included with the board materials.

University Auditor's Report
University Auditor Margaret McManus presented an oral report on the March 2026 quarterly review of the University Discretionary Fund. She also presented five audit reports which included IT Audit - Intelligent Video Solutions – Center for Assessment and Psychological Services; IT Audit – Intelligent Video Solutions – Communication Sciences and Disorders, IT Audit – Global Facilities Management System, College Transition Audit – College of Visual and Performing Arts, College Transition Audit – Davis College of Business & Economics; and a follow-up audit status report. A copy of the reports was included with the board materials.

Finance and Administration
Vice President for Finance and Administration Rob Hoover provided an update on active Campus Improvements and Capital Projects. These projects included Esports, Selu, Russell Hall, Preston Hall, Allen Building, Student Choice, Pickleball Courts, Nursing Labs, Roanoke Building, Tyler and Norwood Halls, Co-Gen, Dalton Hall, and the Amphitheatre. A copy of this presentation as well as additional capital updates and updates on current projects for Information Technology Services was provided in the board materials.

Vice President Hoover further provided an update on the division's objectives for the strategic plan.

Action Item
Vice President Hoover presented a recommendation for approval of a resolution for changes to the Radford University Discrimination and Harassment policy. There was discussion regarding the proposed changes amongst the committee. A motion was made by Ms. Armentrout to not move forward at this time. Ms. Craig so moved, Mr. George Mendiola, Jr., seconded, and the motion was carried unanimously.

ADJOURNMENT
With no further business to come before the committee, Ms. Armentrout adjourned the meeting at 11:39 a.m.

Respectfully submitted,

Pamela Fitchett
Executive Assistant to the
Vice President for Finance and Administration
and Chief Financial Officer

End of Board of Visitors Materials