

# Administrative and Professional Faculty Senate

## Business Meeting Minutes

February 8, 2023 at 3:00 p.m.  
Heth 043/RUC 3<sup>rd</sup> Floor Board Room

**Members Present:** Sandra Bond, Ashlee Claud, Vanessa Conner, Emily Fitzgerald, Melanie Fox, Stephanie Hovsepian, Susan Hudson, Debra Johnson, Kay Johnson, Mark Lambert, Eric Lovik, Mary Catherine Santoro, Deana Sentman, Andrea Sharpe, Scott Shull, Malinda Tasler, Susan Trageser (Cabinet Liaison)

**Guests:** Damien Allen, Teresa Anders, Herbert Eric Aviles, Amanda Baldwin-Estep, Tom Bennett, Rhonda Bryant, Tricia Calhoun, Princess Clark-Gaspard, Phil Crigger, President Bret Danilowicz, Matt Grimes, Kara Homer, Solitaire Kelley, Janice Linkous, Brian T. Lusk, Christina Manzo, Margaret McManus, Jeanne Mekolichick, Angie Mitchell, DJ Preston, Jamie Price, Jeanie Quesenberry, Patrick Reed, Tricia Smith, Sarah Tate, Lee A. Tolley, Dana Trask, Margie Vest, Meghan Viet, Kelly Woodward

1. **Call to Order:** The meeting was called to order at 3:00 pm by President Sandra Bond.

2. **Approval of Minutes:** The minutes from January 11, 2023 were approved.

### 3. **Guest Speaker: President Bret Danilowicz**

President Danilowicz brought up some key initiatives:

1. Student success continues to be the primary focus. Last year 160 students were removed for non-payment between spring and summer. We got it down to 47 this year, meaning over 100 students that can continue studying this year. We have lots of work to do, but good trends and indicators that retention initiatives are working.
2. With the departure of Craig Cornell, VP for Enrollment Management, the Registrars' Office was asked where they should be. They said under Academic Affairs, so will report to the new provost in July. University Relations will be under Enrollment Management, per consultation with them.
3. We are aiming to increase enrollment by 1% and are hoping to keep growing retention. We are down 25 students this year, and aiming to be flat next year. Last year we were down 100 students. There is not a perfect predictor for fall enrollment; the best proxy is deposits. Student FTE is tied into finances, with 100 students equaling about \$1 million in E&G funds. On the balance sheet we are fine, with lots of unspent salary money from staff openings. We have enough carry-forward to cover the \$5 million gap. We see a light at the end of the tunnel in fall 2025. There will be some budgetary change, but we do not have large structural deficits.
4. Opportunities will be available for AP Faculty and staff to have flex hours, taking into account identifying core hours of work that must be covered for different units.

### Q&A with President Danilowicz

1. Gallagher met with a group of AP Faculty on staff salary financial compensation. Will there be changes?

*Yes. We need to decide where to put our resources. For instance, the university invested in adding faculty when we had declining enrollment. We have a 12 to 1 ratio, that is similar to William & Mary. Was that the right decision? We have more middle management here than other places. What's the more important investment? A compensation study that sits on the shelf is not ideal. We have to make challenging decisions about staffing.*

2. What's the most surprising thing, frustrating thing, and promising thing you have learned at Radford?

*Surprising – I knew there was lots of turnover, but didn't realize there was a new provost almost every year. There was a series of three presidents that did not come out of academic affairs, and then the leader of academic affairs changed about every year creating lots of structural changes.*

*Frustrating – The Commonwealth of Virginia does not have a state system, meaning there is no coordination on enrollment, and bigger institutions can have the same programs as us. It is a threat we cannot control. The presidents work well together, but look out for their own interests.*

*Promising – Everyone here is good and trying hard. We have limited strategy and limited high-impact practice. We have limited professional development with high-impact practices. It does not take long to bring on high-impact practices. We need to get everyone working together towards the same plan.*

3. At your inauguration you mentioned working with Virginia Tech on dual programs. Where are we in having dual programs?

*The furthest along are sociology and criminal justice; it will take through the spring for these programs to be developed. Virginia Tech has a smaller graduate population than one would expect, and graduate programs bring in money. Virginia Tech has a lot of frustrated graduates because they want to be nurses. Radford's School of Nursing is developing an MS in Nursing, which is still an entry-level degree. I am guessing by next fall we will have at least 12 of these programs.*

4. You mentioned core hours and flexible hours. Can you give an example?

*Every area of the university has times when people are expected to work so that parents, students, and others know when to show up. For instance, the Bookstore may not need to be open at 8:00 am. Another group may have core hours of 11:00 am to 3:00 pm when their office is open. Outside of these core hours, there needs to be flexibility. Turnover has been high at Radford, but it is identical to turnover elsewhere in Virginia, because turnover is high everywhere. People may work 4 ten-hour days, or a day remotely under flex time. A person could be home at 3:00 for the kids. We need to figure out how to balance staff desires, core office hours, and functioning of offices.*

5. Competency-based education is defined different ways. Please talk about CBE.

*CBE phrasing is used two ways. Here, it means self-paced and online. It is not tied to a semester, and can be taken quickly or slowly, depending on the student's pace. We currently have Cybersecurity and Geospatial Intelligence certificate programs. Now, we are developing a certificate so that a provisionally certified teacher in Virginia can be fully certified. We are also developing the first degree program in CBE in nursing.*

*The other type of CBE is competency-based. You finish one competency, and then go on to the next one.*

Follow-Up: Are you thinking of shifting to those other models, which are used by SACSCOC?

*Not right now. I think it's better to finish competencies, but it is complicated.*

6. What are you looking for with the arrival of a new provost?

*For anyone I hire, my goal is to coach them towards the next opportunity. The more learned makes a better team. My bar is a minimum of 3 years, but I hope they will stay 4 or more years and create stability. The provost office is a complicated messy entity – this is true everywhere. It*

*is difficult to measure what you should be measuring for outcomes. There is not a coherent plan across Academic Affairs. We don't have plans for RUC being integrated into Radford University, or for working with our higher education center. Emory & Henry is now providing classes in Abingdon, which chips away with what we are doing. The Provost needs to coordinate student strategies. The Provost and Senior VP is the number 2 role with a future shift into executive vice president.*

7. Please speak about Radford, Roanoke, and regional relations with Radford University, and reaching out to Radford University Carilion.

*Most of my experience is in small college towns. There is a tightness between Radford University and Radford. I've had one-on-one meetings with city council members to understand their interests, and communicate Radford University's interests. It's been delightful! We are underserving each other. There is frustration of some in Radford because of Radford University's co-generator plans. The city makes money from selling electricity to Radford. How do we work with Radford to reinvest in the community to help both of us? I feel comfortable with this. I have been spending more time in Roanoke than expected, and have met with business leaders and the mayor. Both of the mayor's daughters go to Radford. Next year, we are looking at the planning stages of a new building for Radford University Carilion, next to Virginia Tech's Carilion building.*

8. As part of website redevelopment, intentional focus groups are discussing Radford University branding. What is the message for branding and leveraging the name of Radford University? We are in competition with other universities.

*I have relied on the message of the special relationship between faculty and students. George Mason University advertises small classes and their branding is better. We have unique opportunities in the Commonwealth – our outdoor experiences are immersive. Appalachian State University is ranked number 1 as an outdoor university. We are better, but not even on the list. The outdoor experience is highly valuable to students. Sustainability is also unique here. Faculty are re-envisioning what faculty time with students means in engaging students in or out of the classroom. We are mapping something unique in the Commonwealth. Branding will make us distinctive.*

9. How do we build on-campus enrollment (in-person classes)?

*Growing online enrollment versus in-person enrollment is a national question that no one has an answer for. A lot of growth can come from CBE. Two or three people in a calculus class are not learning from each other. As in-person classes get smaller, fewer experiences are possible, like inviting speakers to come to the class. We may need a more hybrid style, or students working more with communities than in classrooms. Some of our programs are great at that, but our competition is getting better.*

10. Is there a vision for the new RUC building, or who may co-join with us?

*The building is tied to legislative priorities. Next year we will request design funds from the state. Virginia Tech got design funds and is doubling the size of their building. As the VT's new building is developed, we will be one year behind them. The goal is to have 3 buildings: VT building, RU building, and an in-between shared building that contains dorms and shared services. We have a ten-year agreement with Carilion to be in their building, but they want their building back. The value is greater for them to have patients in their building. We need to have the right amount of classrooms and lab spaces. The Respiratory Therapy Program is new, and we could have quadrupled it if we had more space. We need to design some flex space that we and*

*VT can use as changes are needed. The deans are working together to figure out what programs should be here, and which ones should be in Roanoke.*

4. **Coffee With the President:** The Zoom webinar will continue for February 10 (9:00 am) and in April. Please submit questions to Sandra Bond by email ([smbond@radford.edu](mailto:smbond@radford.edu)).
5. **Campus Events/Announcements** – <https://calendar.radford.edu/all>
  - Feb 9 & 16 – ESPNU Men’s Basketball Games (7 p.m.). Be part of the excitement and fill up the Dedmon Center.
  - Feb 18 – Champion Her Future – Women’s Sports Leadership Luncheon
  - February 22 – The Thomas Jefferson Hour LIVE! In the Davis Performance Center in Covington Hall, at 6:30 pm
  - Feb 24 – RUC Graduate College Open House
  - Mar 1-5 – Big South Basketball Championships in Charlotte, NC
  - Mar 18, Apr 15, 22 – Admissions Highlander Days Main Campus
  - Mar 27-30 – SACSCOC will be on campus
  - Apr 3-7 – Traditions Week
  - Apr 28 – Red/White Athletic Gala. Live/silent auction, live music, guest speaker will be Bob Huggins.
6. **Adjournment:** The meeting adjourned at: 4:02 p.m.

**Future Meetings/Speakers:**

- March 8, 2023 – Nancy Loosle, Leah Taylor
- April 12, 2023 – TBD
- May 10, 2023 – Abbey Reynolds (Quest); Lauren Snelson
- June 14, 2023 – Lauren Snelson, Angela Joyner
- July 12, 2023 – Officer Elections