

# **RADFORD** UNIVERSITY

Board of Visitors

**QUARTERLY MEETING**  
**9:00 A.M.**  
**SEPTEMBER 9, 2022**  
**KYLE HALL, THIRD FLOOR, RADFORD, VA**

**DRAFT**  
**MINUTES**

**BOARD MEMBERS PRESENT**

Dr. Debra McMahon, Rector  
Mr. Robert A. Archer  
Ms. Jeanne S. Armentrout  
Dr. Rachel D. Fowlkes  
Mr. Mark S. Lawrence  
Mr. Tyler W. Lester  
Mr. George Mendiola, Jr.  
Ms. Lisa W. Pompa  
Mr. David A. Smith  
Mr. Marquett Smith  
Ms. Georgia Anne Snyder-Falkinham  
Ms. Lisa Throckmorton  
Mr. James C. Turk  
Dr. Kurt Gingrich, Faculty Representative (Non-voting Advisory Member)  
Ms. Michaela Baker, Student Representative (Non-voting Advisory Member)

**BOARD MEMBERS ABSENT**

Dr. Jay A. Brown, Vice Rector  
Mrs. Jennifer Wishon Gilbert

**OTHERS PRESENT**

Dr. Bret Danilowicz, President  
Ms. Karen Castele, Secretary to the Board of Visitors and Special Assistant to the President  
Mr. Craig W. Cornell, Vice President for Enrollment Management  
Ms. Stephanie J. Jennelle, Interim Vice President for Finance and Administration and Chief Financial Officer  
Dr. Angela Joyner, Vice President for Economic Development and Corporate Education  
Ms. Penny Helms White, Interim Vice President for Advancement and University Relations  
Dr. Marten denBoer, Interim Provost and Senior Vice President for Academic Affairs  
Dr. Susan Trageser, Vice President for Student Affairs  
Mr. Mike Melis, Senior Assistant Attorney General, Office of the Attorney General

## **CALL TO ORDER**

Rector Debra K. McMahon called the quarterly meeting of the Radford University Board of Visitors to order at 9:00 a.m. in Kyle Hall, Room 340 and acknowledged that the meeting was being live streamed to the public.

Rector McMahon began the meeting with a moment of silence in memory of Charlene Curtis and Dr. Susan Whealler Johnston.

## **APPROVAL OF AGENDA**

Rector McMahon asked for a motion to approve the Board of Visitors meeting agenda for September 9, 2022, as published. Mr. Mark S. Lawrence so moved, Ms. Lisa Pompa seconded, and the motion carried unanimously.

## **APPROVAL OF MINUTES**

Rector McMahon asked for a motion to approve the April 29, 2022 and July 25-26, 2022 minutes of the Board of Visitors meeting. Ms. Georgia Anne Snyder-Falkinham so moved, Mr. Mark Lawrence seconded, and the motion carried unanimously.

## **RECOGNITION**

Rector McMahon recognized the new Board of Visitors members recently appointed and this being their first meeting. Appointed as of July 1 were Ms. Jeanne S. Armentrout, Mrs. Jennifer Wishon Gilbert, Mr. George Mendiola, Jr. and Mr. James C. Turk. Mr. Tyler Lester was appointed to fill the unexpired term of Ms. Charlene Curtis.

## **PRESIDENT'S REPORT**

President Bret Danilowicz shared the following information.

Radford University's outcomes are excellent:

- Data collected by Career Services and Talent Development (Fall and Winter 2021 Graduate Survey): 79% of our students are employed or continuing their education within 6 months of graduation, 83% are employed in the commonwealth, and 87% have their outcome related to their career goal.
- For the total cost per student (tuition, fees, room, board), we are in the top 3 most affordable universities in the Commonwealth.
- With strong career outcomes and affordability, we provide an excellent value to our students and the Commonwealth of Virginia.
- Athletics had the highest proportion of academic scholars (77.9%) in the Big South Conference, and competitively they finish in the top 3 annually for standings in the Big South.
- Washington Monthly ranks Radford University at #79 Nationally for Social Mobility of its students.

Even with excellent outcomes, we must continue to improve with a clear focus on two areas-

- Enrollment- must hold the number of new freshman and new transfer students steady by Fall 2023.
- Retention- with two consecutive years of lower retention, our rates must be improved. We have reorganized our student-facing support offices to be co-located and co-led by a single administrator to jump-start our pathway to improvement.

We need to define our distinctive mission to prospective students-

- Radford is surround by an incredible outdoor environment with natural amenities and activities

- Our offerings are distinctive, with 100% of our faculty time focused on student engagement inside and outside the classroom, our REAL curriculum which allows students to highly tailor their courses to their interests, and with an array of competency-based educational offerings
- Simply put, our campus facilities are amazing!
- We will be growing our partnerships with Virginia Tech as there is a positive impact on students from both institutions
- We feel like a private university but at a public university price

There are two initiatives led by the Governor on which we will continue to work-

- Freedom of Expression. Nationally, over half of students feel they are unable to express their perspective freely in the classroom (Heterodox Academy survey). The Bipartisan Policy Center created a guide for improving freedom of expression and civil discourse at universities (<https://bipartisanpolicy.org/report/a-new-roadmap/>) and we will follow that guide to develop Radford University's strategies and even use table top exercises from it to model freedom of expression at our Board of Visitors Meetings.
- Lab Schools. We have had several discussions internally and with potential school partners, and we would like to find a solution to creating a lab school. Currently, our limitation is finding a stable financial model for such a school, but we continue to work towards a viable solution.

Strategic Planning-

- There is sufficient change needed in structure and operations at the university, we are considering a 2-phase approach to our next strategic plan. The current plan ends in 2023, and we may follow that with a 2-year 'pivot plan' in 2024 and 2025 to restructure our enrollment, retention, and branding efforts. Once these critical operations were refocused, we could more effectively springboard into a 5-year plan for 2026.

### **REPORT FROM THE ACADEMIC EXCELLENCE AND RESEARCH COMMITTEE**

Dr. Rachel Fowlkes stated that the Committee met September 8, 2022 and reported that the Committee heard updates from Interim Provost and Senior Vice President for Academic Affairs Marten denBoer on new deans and chairs, new faculty and retired faculty recently receiving emeritus status. Dr. Fowlkes shared that the Committee learned of an updated faculty search process and two upcoming conferences of interest. Associate Provost Jeanne Mekolichick presented information on the Elevate Research Program. Dr. Fowlkes shared that Dr. denBoer shared the goals for 2022-23 and the meeting concluded with a report from Faculty Senate President Kurt Gingrich.

### **REPORT FROM THE ADVANCEMENT, UNIVERSITY RELATIONS AND ENROLLMENT MANAGEMENT COMMITTEE**

Ms. Lisa Throckmorton stated that the Committee met September 8, 2022 and shared Vice President for Enrollment Management Craig Cornell provided an enrollment management update covering Fall Term 2022 preliminary census data, as well as an overview related to goals and strategy planning for the upcoming academic year. Ms. Throckmorton shared that Vice President Cornell provided an overview of the Division of Enrollment Management's 2022-23 primary goals as well as an overview of the top-level strategies that will be implemented to meet the overall goals.

Ms. Throckmorton reported that the Committee also heard from Interim Vice President for Advancement and University Relations Penny Helms White, who provided an update on TOGETHER – The campaign for Radford University. As of August 31, 2022, the campaign has raised over \$85.2 million and 130 new scholarships have been created. Interim Vice President White shared with the committee the Advancement and University Relations FY2022-2023 strategic goals and top strategies to meet these goals.

## **REPORT FROM BUSINESS AFFAIRS AND AUDIT COMMITTEE**

Mr. Marquett Smith, Chair, stated that the Committee met September 8, 2022 and shared the Committee heard a report from University Auditor Margaret McManus and her goals for fiscal year 2023. The Committee also heard a Capital Projects Update and the goals for fiscal year 2023 for the Division of Finance and Administration.

### **ACTION ITEMS**

#### **Approval to Modify 403(b) Supplemental Retirement Plan Recordkeeper**

Mr. Smith presented a recommendation for approval of the adoption of a sole recordkeeper for the Radford University Supplemental 403(b) Plan. Rector McMahan asked for a motion to approve the selection of TIAA as sole recordkeeper, as presented. Mr. David Smith so moved, Mr. Mark Lawrence seconded, and the motion carried unanimously. A copy of the proposed resolution is attached hereto as *Attachment A* and is made a part hereof.

#### **Approval of the 2022 Six-Year Plan Update**

Mr. Smith presented a recommendation to approve the updated 2022 Six-Year Plan. Rector McMahan asked for a motion to approve the updated Radford University 2022 Six-Year Plan, as presented. Mr. Lawrence so moved, Ms. Throckmorton seconded the motion, and the motion carried unanimously. A copy of the proposed resolution is attached hereto as *Attachment B* and is made a part hereof.

#### **Approval of the 2022-23 Operating Budget**

Mr. Smith presented a recommendation to approve the 2022-23 Operating Budget. Rector McMahan asked for a motion to recommend the 2022-23 Operating Budget, as presented. Dr. Fowlkes so moved, Mr. Lawrence seconded the motion, and the motion carried unanimously. A copy of the proposed resolution is attached hereto as *Attachment C* and is made a part hereof.

## **REPORT FROM THE GOVERNANCE, ADMINISTRATION AND ATHLETICS COMMITTEE**

Mr. David A. Smith, Chair, stated that the Committee met September 8, 2022 and shared that Vice President for Economic Development and Corporate Education (EDCE) Angela Joyner provided an overview of the newly established EDCE division. The EDCE division serves faculty, student, alumni, corporate and community partners by fostering connections to the programs, services and networks that support innovation and economic growth, both within and outside the University. Mr. Smith shared that the goals for the new division are focused on driving enrollment and revenue growth, building talent pipelines, helping to meet workforce demands through CBE and developing symbiotic initiatives with partners in the New River Valley.

Mr. Smith shared that the Committee heard from Director of Athletics Robert Lineburg who presented the athletic department challenges, FY22-FY23 department goals, along with important dates and initiatives. Challenges presented by Mr. Lineburg included the NCAA transformation committee that is charged with modernizing college athletics due to past and pending litigation against the NCAA, primarily related to antitrust laws. The FY22-FY23 goals for athletics are to increase contributions and donors to Radford athletics through the Highlander Club and increase all external revenue streams in support of Radford athletics.

## **REPORT FROM THE STUDENT SUCCESS COMMITTEE**

Ms. Lisa Pompa, Vice Chair, stated that the Committee met September 8, 2022 and shared the Committee first heard from Ms. Justine McLaughlin, Student Government Association President, who presented the SGA initiatives for the 2022-23 academic year. SGA will increase the focus of using social media to showcase student stories, strengthen connections with the cultural focused organizations and increase the sense of belonging for all Highlanders. SGA will also work to create a larger presence and involvement with RUC students.

Ms. Pompa shared that Dr. Marten denBoer, Interim Provost and Senior Vice President for Academic Affairs and Dr. Nicole Hendrix, Assistant Provost of Undergraduate Education, presented the Academic Affairs goals and priorities for Student Success: retention, progression and graduation and provided an update on the Highlander Success Center.

Ms. Pompa shared that Dr. Susan Trageser, Vice President for Student Affairs, gave the Student Affairs update and outlined three focused goals for the Division of Student Affairs; assessment and process improvement, student employment experience and professional development of staff.

### **DISCUSSION OF COMMITTEE STRUCTURE AND GOAL SETTING**

Rector McMahan began a discussion on the continued efforts to provide improved committee experiences by having the right committee structure and meaningful content for the committee meetings. Board members agreed that the change toward learning and being a part of goal setting and achievements provides a fulfilling aspect in their governance role.

### **REPORT FROM THE STUDENT REPRESENTATIVE TO THE BOARD**

Student Representative to the Board Michaela Baker provided her initiatives for the year, including improving the student experience by promoting campus engagement and community building; promoting club and organization unification; promoting organization leadership meeting regularly with BOV student representative; and ensuring leadership training for organization leaders

### **REPORT ON THE RADFORD UNIVERSITY FOUNDATION**

Dr. Rachel D. Fowlkes, Representative to the Radford University Foundation Board of Directors, provided an update on recent Foundation news and activities and acknowledged Ms. Georgia Anne Snyder-Falkinham and Mr. Marquett Smith for their respective roles with the Foundation and who also provided updates. Dr. Fowlkes distributed an asset summary report, attached hereto as *Attachment D* and made a part hereof.

### **OTHER BUSINESS**

President Danilowicz introduced a Tabletop Exercise on Freedom of Expression for the Board members to participate in as an illustration of ways to improve freedom of expression and civil discourse. After being presented a scenario, the Board members discussed possible approaches and expressed their appreciation to President Danilowicz for taking the risk to try this new activity with the Board.

Assistant Attorney General Mike Melis provided an update to the Code of Virginia related to all virtual meetings and informed the Board that in order to participate in this practice, the Board would need to adopt a policy regarding all virtual meetings.

### **ANNOUNCEMENTS**

Rector McMahan announced the upcoming meeting dates.

December 1-2, 2022

March 23-24, 2023

June 8-9, 2023

July 23-25, 2023 - Retreat

Sept. 7-8, 2023

Nov. 30 – Dec. 1, 2023

### **ADJOURNMENT**

With no further business to come before the Board, Rector McMahon adjourned the meeting at 1:50 p.m.

Respectfully submitted,

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

**Radford University Board of Visitors**

**RESOLUTION**

**Adoption of Sole Recordkeeper for the Radford University Supplemental 403(b) Plan  
September 9, 2022**

Adoption of Sole Recordkeeper for the Radford University Supplemental 403(b) Plan;

**WHEREAS**, the Board of Visitors of Radford University has overall responsibility with respect to the employee Supplemental 403(b) Plan sponsored by Radford University; and

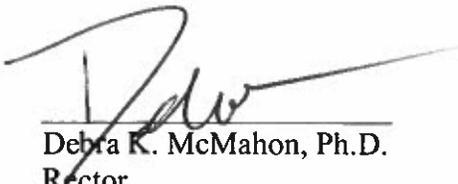
**WHEREAS**, the Investment of Employee Benefit Funds Policy for Radford University (University) provides policy direction and procedural guidelines for the selection, management, and ongoing monitoring of investment options with respect to the employee benefit plan; and

**WHEREAS**, the Policy establishes the roles and responsibilities of the Retirement Administrative Committee as investment fiduciary and the Investment Consultant/Advisor who assists in the fulfillment of the Committee's duties; and

**WHEREAS**, the Retirement Administrative Committee recommends for Board approval the adoption of a sole recordkeeper, TIAA, for the Radford University Supplemental 403(b) Plan; and

**NOW THEREFORE, BE IT RESOLVED** that the Radford University Board of Visitors does hereby officially adopt TIAA as the sole recordkeeper for the Radford University Supplemental 403(b) Plan.

Approved: September 9, 2022



Debra K. McMahon, Ph.D.  
Rector  
Radford University Board of Visitors



Karen Castele  
Secretary to the Board of Visitors  
Radford University

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

*Approval of Radford University's 2022 Six-Year Plan*  
**September 8, 2022**

**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 in odd-numbered years and amend or affirm biennially in even-numbered years a six-year plan for the institution; (ii) submit a preliminary version of such plan to the Council, 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 preliminary amendments to or a preliminary affirmation of each such plan to the Council, 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 even-numbered year*"; 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 11, 2022 for the 2022 submission; and

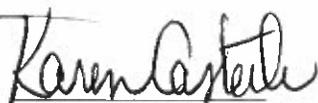
**WHEREAS**, the 2022 Six-Year Plan must be approved by the Board of Visitors prior to the October 1 final submission;

**THEREFORE, BE IT RESOLVED** the Radford University Board of Visitors approves the Radford University 2022 Six-Year Plan 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 2022 Six-Year Plan as required by State officials for final submission by the stated deadline.

Approved: September 8, 2022

  
Debra K. McMahon, Ph.D.  
Rector  
Radford University Board of Visitors

  
Karen Castele  
Secretary to the Board of Visitors  
Radford University

**RADFORD UNIVERSITY BOARD OF VISITORS**

**Resolution**

**September 9, 2022**

**Approval of the Radford University 2022-23 Operating Budget**

**BE IT RESOLVED**, the Radford University Board of Visitors approves the fiscal year 2022-23 operating budget as presented in Schedule A for Total Operating Budget and Schedule B for Auxiliary Enterprises.

Approved: September 9, 2022

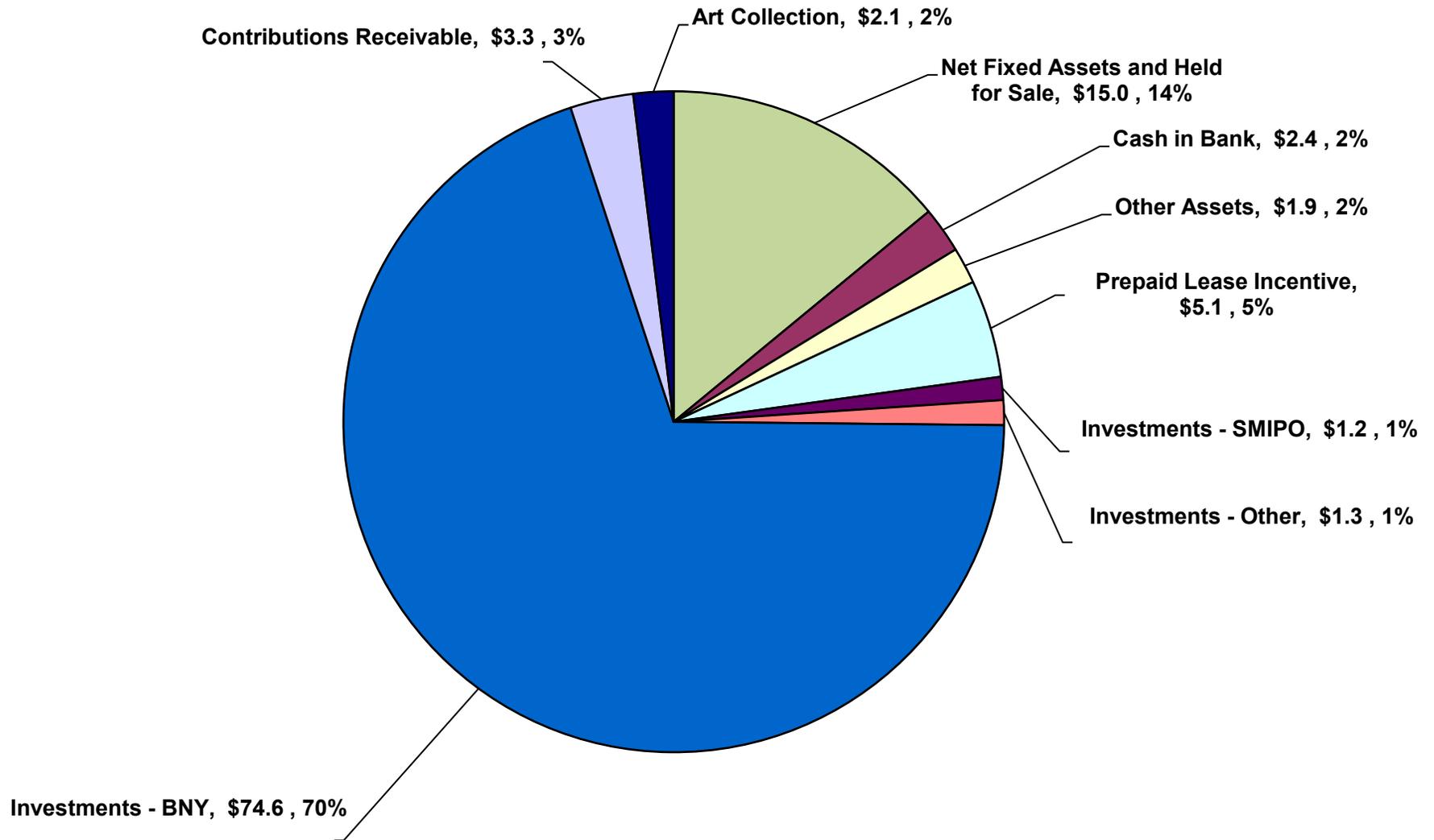


Debra K. McMahon, Ph.D.  
Rector  
Radford University Board of Visitors



Karen Castele  
Secretary to the Board of Visitors  
Radford University

# Radford University Foundation Asset Composition as of 6/30/22-PRELIMINARY



(in millions)  
**Total Assets: \$106.9M**

End of Board of Visitors Materials

