New Member Orientation

September 7, 2022
NEW MEMBER ORIENTATION
SEPTEMBER 7, 2022
11:30 A.M. – 5:00 P.M.**
MARY ANN JENNINGS HOVIS MEMORIAL BOARD ROOM, MARTIN HALL

11:30 A.M.  LUNCH  President’s Conference Room

12:30 P.M.  OPENING REMARKS  Deb McMahon, Ph.D., Rector

12:40 P.M.  WELCOME AND OVERVIEW OF THE DAY  Bret Danilowicz, Ph.D., President

12:50 P.M.  FACULTY REPRESENTATIVE  Kurt Gingrich, Ph.D., Faculty Senate President

12:55 P.M.  STUDENT REPRESENTATIVE  Michaela Baker, Student Representative

1:00 P.M.  ACADEMIC AFFAIRS  Marten denBoer, Ph.D., Interim Provost and Vice President for Academic Affairs

1:25 P.M.  ADVANCEMENT AND UNIVERSITY RELATIONS  Penny White, Interim Vice President for Advancement and University Relations

1:50 P.M.  ENROLLMENT MANAGEMENT  Craig Cornell, Vice President for Enrollment Management

2:15 P.M.  FINANCE AND ADMINISTRATION  Stephanie Jennelle, Interim Vice President for Finance and Administration and Chief Financial Officer

2:40 P.M.  BREAK

2:50 P.M.  STUDENT AFFAIRS  Susan Trageser, Ed.D., Vice President for Student Affairs

3:15 P.M.  AUDIT AND ADVISORY SERVICES  Margaret McManus, University Auditor

3:35 P.M.  ECONOMIC DEVELOPMENT AND CORPORATE EDUCATION  Angela Joyner, Ph.D., Vice President for Economic Development and Corporate Education

4:00 P.M.  ATHLETICS  Robert Lineburg, Athletics Director

4:15 P.M.  CLOSED SESSION  Deb McMahon, Ph.D., Rector

Virginia Freedom of Information Act §2.2-3711 (A) (8)

4:50 P.M.  REFLECTIONS AND WRAP-UP  Bret Danilowicz, Ph.D., President

5:00 P.M.  ADJOURNMENT  Deb McMahon, Ph.D., Rector

**All start times are approximate only. Presentations may begin either before or after the listed approximate start time as members are ready to proceed.
Academic Affairs
Serving Virginia

Meet needs of the Commonwealth and Southwest Virginia for professional training in healthcare, education, information technology, business, entrepreneurship
Enhance student placement in post-graduation employment and graduate school
Community outreach for economic development, internships and partnerships
Bring opportunities to underserved areas of Virginia for higher education attainment and skills upgrades for new careers
Students

Respond to **changing demographics** of who, when, and how students come to Radford University

Recruit, inspire, and graduate **talented, motivated students**
Strengthen **partnerships and pathways** for transfer students, degree completers, and adult learners

**Provide flexible, creative** instruction modalities

Deliver **wrap-around support** for all students through the new Highlander Success Center
Faculty Development

The right faculty
Support for innovation, initiatives, and programs
Develop and disseminate successful methods in and beyond the classroom: experiential learning, work and project-based learning, internships, career readiness focus
Pursue external sources of funding and strategically allocate internal sources to foster change
Course delivery via new modalities
Workforce training: flexible to meet student needs
Accountability
Challenges

Enrollment and retention
Staffing, the Great Resignation
  Faculty too
Changes in:
  Student needs
  Student populations
  Workforce needs
Demographic cliff
Opportunities

Evident need for higher skills level in the region
Stable Commonwealth support for higher education
Raising student success
Support students in high workforce needs areas
  Flexible delivery (in-person, on-line, hybrid...)
Align faculty talents with student and regional needs
Strengthen faculty development and support for experiential learning
Leverage indirect cost revenue to support faculty, students, the region
Research for economic development and undergraduate student engagement
Advancement and University Relations

Office of the Vice President

• Major Gifts
  • Corporate and Foundation Relations
  • Donor Relations
• Annual Giving
• Advancement Services
  • Scholarship awards and stewardship
• Advancement Communications
• Alumni Relations

• University Relations
  • Media Services
  • Digital Communications and Marketing
  • Creative Services
128 new scholarships have been created.

TOGETHER Campaign Fundraising Totals
as of July 31, 2022

Access and Opportunity (35%)
$47,506,252
136% of Goal

Academic Excellence and Research (25%)
$3,556,453
14% of Goal

Student Success and Engagement (25%)
$15,149,001
61% of Goal

Emerging Needs (5%)
$5,532,541
111% of Goal

Holding for Further Instruction
$2,107,482

Athletic Experience (10%)
$9,309,487
93% of Goal
Opportunities/Challenges

• Opportunities
  • TOGETHER - *The Campaign for Radford University*
  • Alumni engagement is strong, with over 1,000 volunteers annually

• Challenges
  • Alumni donor participation
  • Donor retention
  • Brand awareness
Strategic Goals

• Complete TOGETHER - *The Campaign for Radford University*

• Increase alumni engagement opportunities and alumni donor participation

• Improve donor relations, stewardship and donor retention

• Enhance university brand awareness
Questions?
Strategic Vision for the Enrollment Management Division

• The Strategic Vision of the Enrollment Management Division is to provide collaborative leadership, strategy and support for the effective recruitment, enrollment, retaining and graduating a talented and diverse student body for Radford University.

• Coordinate academic support services offered within a professional and welcoming environment to ensure that the campus both attracts and retains students to meet Radford University’s enrollment goals.

• Be recognized for providing timely and accurate data, efficient systems, resources and services in a positive and respectful manner.
Mission

• Meet enrollment goals through effectively communicating with, recruiting, admitting, enrolling and orienting new undergraduates who meet the enrollment goals as established by the Strategic Plan;

• Support students with financial aid leveraging strategy that maximizes enrollments and net tuition revenue, in combination with all other federal, state and foundations programs as applicable.

• Provide efficient systems, resources and services to assist students; and

• Support student retention and improve the likelihood of students’ degree completion.
Organizational Structure

- President
- VP Enrollment Management (2)
  - Office of Admissions (28)
  - Office of Financial Aid (14)
  - Registrar (11)
  - RUC (Admissions, Financial Aid and Registrar Staff) (13)
<table>
<thead>
<tr>
<th>Functional Area</th>
<th>FY23</th>
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</thead>
<tbody>
<tr>
<td>Enrollment Management VP</td>
<td>324,426</td>
</tr>
<tr>
<td>Admissions (RU + RUC)</td>
<td>3,020,035</td>
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<tr>
<td>Registrar (RU + RUC)</td>
<td>679,179</td>
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<tr>
<td>Financial Aid (RU + RUC)</td>
<td>873,964</td>
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<tr>
<td><strong>Grand Total</strong></td>
<td><strong>$4,897,604</strong></td>
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2022-23 Goals

• Develop a recruitment planning model focused on actionable steps and accountability measures for immediate and mid-term effects on new student enrollments.

• Level off enrollment decline in new freshmen students starting at RU and maintain growth at RUC, to be based on Fall 2022 census numbers, for Fall 2023.

• Level off enrollment decline in new transfer students starting at RU and maintain growth at RUC, to be based on Fall 2022 census numbers, for Fall 2023.

• Evaluate Overall Student Aid leveraging effectiveness in meeting enrollment goals.

• Implement student-facing support services in the Office of the Registrar using software self-service options for students.
Challenges and Opportunities to Discuss this Year

- National, regional and local high school graduation declining nationally and in VA
- Regaining momentum lost from COVID impact
- Continued and systematic growth of top competitors influencing our enrollments
- Market share decline related to maximizing our outreach efforts in VA and our out-of-state markets
- Maintaining our strong position and capitalizing on our affordability / value proposition
Board Presentation- What to Expect

• Share up-to-date enrollment data relevant to the time of the year (applications, admits, or enrollments) for both RU and RUC

• Provide updates on new enrollment initiatives, or evaluation of current initiatives in play, with a focus on the return on the investment and key performance indicators

• Discuss cross-divisional collaboration efforts to best meet enrollment goals

• Engage BOV members in providing input, perspective and support of new ideas and/or initiatives we are planning or have recently tested.
Discussion
The Division of Finance and Administration at Radford University is committed to providing superior, innovative and responsive administrative services to the entire University community.
Division Guiding Principals

- Collaboration and Teamwork
- Quality and Continuous Improvement
- Safety and Risk Management
- Service Excellence
- Strategic and Fiscally Responsible
Finance Based Activities

Controller Operations
• Execute Sound Fiscal Processes

Planning, Budget & Reporting
• Facilitate University Planning Process

Procurement & Contracts
• Contract & Purchase Quality Goods

Institutional Research
• Collect, Analyze & Maintain
Administration Based Activities

Public Safety
- Ensure Safety & Well-being

Facilities Management
- Maintain and Operate Physical Plant

University Services
- Provide Student-focused Services

Human Resources
- Recruit, Develop and Retain

Information Technology
- Provide Computing and Telecommunications Services

Institutional Equity
- Maintain Diverse, Inclusive and Safe Environments
Division Challenges and Opportunities

- Need of aggregated data to inform decision making
- Preserving the safety and security of campus
- Identify and provide critical data and information to enable informed decision making
- Align space and resources to support the University mission
Division Challenges and Opportunities

- Excess workload and responsibilities on employees without supporting resources
  - Continue to streamline divisional processes to enhance employee and student experiences

- Difficulty remaining competitive at attracting and retaining qualified employees
  - Enhance professional development and succession planning through training opportunities and career pathways for employees
Division Goals

1. Expand Relevant Decision-Making Information
2. Enhancement of Campus Infrastructure
3. Stabilization & Development of Internal Workforce
*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.
Questions?
Vision

Preparing Students for Lives of Meaning and Purpose
Mission

Through co-curricular experiences, the Division of Student Affairs engages students in developing an inclusive and accessible campus environment encouraging life-long learning, citizenship, success, and wellbeing.
Division Goals

- Promote student learning and development, resilience, retention and graduation.

- Provide a diverse and distinctive Radford University student experience.

- Provide safe, accessible and inviting student focused facilities, services and programs that enhance student life.

- Strengthen staff retention and excellence.
Organizational Structure

• Vice President for Student Affairs: Susan Trageser, Ed.D.

• Associate Vice President/Dean of Students: Angie Mitchell
  • Student Standards and Conduct
  • Center for Accessibility Services
  • Student Counseling Services
  • Substance Abuse and Violence Education Support services
  • Student Health Center
  • Housing and Residence Life
  • Military Resource Center

• Associate Vice President for Student Life: Tricia Smith
  • Student Involvement
  • Center for Diversity and Inclusion
  • Student Recreation and Wellness
  • Fraternity and Sorority Life

• Associate Vice President for Campus Life (RUC): Nancy Loosle
Division Budget

E&G: $1,097,387
Auxiliary: $11,338,308
Division Total: $12,435,695
2022-2023 Initiatives

• Center for Opportunity and Social Mobility
• E-Sports
• Traditions
• New “Normal” for Engagement
• Family Engagement
Upcoming Opportunities/Challenges

• Student Persistence and Retention
  • Proactive vs Reactive
  • Student Employment
  • Engagement and Sense of Belonging
  • Wellness

• Supporting Special Populations
  • First Generation and Under-Represented Students
  • Military and military affiliated students
  • Income-limited students
  • Students with transfer credit
  • Sophomores

• Housing
  • Residential Curriculum
  • Living Learning Communities
Discussion
Audit and Advisory Services
Organizational Structure
Organizational Structure
Vision and Guiding Document

Vision

• To be a knowledgeable, collaborative, and trusted resource that helps strengthen the University by providing assurance and advisory services.

Guiding Document

• Internal Audit Charter Policy - Approved by the Board of Visitors and defines:
  • Mission
  • Authority
  • Scope of Work
  • Responsibility
  • Independence & Accountability
  • Standards of Audit Practice
Areas of Focus and Priorities

- Audits: Planned audits based on risk assessment and other factors
- Follow-up on Audit Issues: Internal and External
- Advisory Services: Multiple projects as resource for University
- Investigations: State Fraud, Waste, & Abuse Hotline and other investigations
Opportunities and Challenges

New Leadership

Opportunities

New University Initiatives

Risk Landscape

Staffing

Challenges
Goals - FY 2022-2023

- Business Issue Acceptance
- Information Technology Audits
- Corrective Action Completion
- Repeat APA Findings
Questions and Discussion
Economic Development and Corporate Education

Economic Development

Vinod Chachra
IMPACT Lab

Continuing Education
Economic Development Framework

Talent

Innovation

Place
Challenges

- Positioning a single unit to be a “front door” to RU, particularly for regional, community and private sector requests for university assistance.

- Strengthening Radford University’s (both institution and programs) by connecting external needs and opportunities to core university programs and organizations in ways that enhance our mission or manifest new revenue sources.
Opportunities

• How do we best capitalize on strategic opportunities that fit with our strengths?
• How we stay informed about new and current initiatives, sources of funding and regional priorities emerging from our regional, state and federal interests?
• How can we best position Radford University for sponsored program funding and/or federal earmark funding?
Role at Radford University

- Workforce Development
- Economic Development Asset
- Enrollment Contribution
- Revenue
- Learning Innovation
Challenges

• Building a sustainable business model with the appropriate revenue mix and increases access to learning.

• Creating a robust innovation pipeline that addresses industry needs and at the pace required to be competitive.

• Cultivating strategic partnerships that leverages university assets, drives enrollment/revenue and informs program development.

• Simplifying processes and automation.

• Increasing awareness and marketing effort that is effective and can be scaled for growth.
Opportunities

- Utilizing the Vinod Chachra IMPACT Lab to provide a new source of enrollments and revenues for Radford University?

- Leveraging the Vinod Chachra IMPACT Lab’s assets to meet the learning needs of non-traditional learners and cover high demand workforce development areas?

- Building innovation pipelines that are responsive and robust.

- Simplifying processes, centralizing functions where appropriate, and increasing automation.
Discussion
Intercollegiate Athletics
Agenda

- Athletic Challenges
- Athletic Opportunities
Athletic Challenges

1. NCAA Transformation Committee
   • Charged with modernizing college athletics due to past and pending litigation against the NCAA, primarily related to antitrust laws
   • Areas of concern for low to mid-level Division I programs
     • Minimum scholarship levels to replace the current maximum allowable scholarships
     • There will most likely be a formula that states if a school has “X” number of student-athletes, then the school will need to have “Y” number of trainers, mental health professionals, nutritionists, academic support staff, etc.
     • No cap on the number of countable coaches for each sport
   • Target date to roll out recommendations for membership is January 2023 during the NCAA Convention

2. Financial Constraints
   • Continuous budget cuts due to enrollment numbers
   • 21% scholarship reduction in 2020
Athletic Opportunities

1. Men’s and Women’s Basketball

2. Baseball and New Head Coach Alex Guerra
   - Alex Guerra - Class of 2011
   - Assistant Coach at Radford during the 2015 record setting season

3. Radford/ESPN Production Trailer
   - Currently working to finalize details on a new 18’ production trailer for Radford Athletics. Will have one central location to broadcast productions for Radford Athletics. Will allow our staff to produce more live games on ESPN+.

4. Exclusive Rights - Athletic Equipment & Apparel RFP
   - Current nine year contract with BSN Sports and Nike will expire in June 2023
Discussion