



**RADFORD UNIVERSITY**  
**BOARD OF VISITORS**  
**MARTIN HALL - BOARD ROOM**  
**RADFORD, VIRGINIA**  
**9:00 A.M.**  
**NOVEMBER 8, 2013**

**APPROVED**

**MINUTES**

**MEMBERS PRESENT**

Ms. Linda K. Whitley-Taylor, Rector  
Ms. Mary Waugh Campbell, Vice Rector  
Mr. Anthony R. Bedell  
Mr. Stephan Q. Cassaday  
Mr. Matthew B. Crisp  
Ms. Sandra C. Davis  
Dr. Kevin R. Dye  
Mr. Michael S. Hurt  
Mr. Milton C. Johns  
Ms. Alethea "A.J." Robinson  
Ms. Ruby W. Rogers  
Ms. Georgia Anne Snyder-Falkinham  
Mr. Michael A. Wray  
Dr. Laura J. Jacobsen, faculty representative (non-voting, advisory member)  
Ms. Katrina Koussis, student representative (non-voting, advisory member)

**MEMBERS ABSENT**

Ms. Callie M. Dalton  
Mr. Steve Robinson

**OTHERS PRESENT**

President Penelope W. Kyle  
Ms. Michele N. Schumacher, Secretary to the Board of Visitors

Mr. Richard Alvarez, Vice President for Finance & Administration and Chief Financial Officer

Mr. Joe Carpenter, Vice President for University Relations and Chief Communications Officer  
Mr. Danny M. Kemp, Vice President for Information Technology and Chief Information Officer  
Dr. Sam Minner, Provost and Vice President for Academic Affairs  
Ms. Margaret McManus, University Auditor  
Ms. Lisa H. Ridpath, Associate Vice President for Finance & Administration  
Ms. Christina Brogdon, Executive Director & Chief Human Resources Officer  
Radford University faculty, staff, and guests

Ms. Stephanie Hamlett, Senior Assistant Attorney General, Commonwealth of Virginia

Dr. James Burke, Performance Management Group  
Ms. Linda Pierce, Performance Management Group

### **CALL TO ORDER**

Ms. Linda K. Whitley-Taylor, Rector of the Board, called the meeting to order at 9:00 a.m. in the Board Room in Martin Hall.

### **APPROVAL OF AGENDA**

Ms. Whitley-Taylor asked for a motion to approve the November 8, 2013 meeting agenda as published. Mr. Michael A. Wray made the motion and Mr. Milton C. Johns seconded the motion, and the motion carried unanimously.

### **APPROVAL OF MINUTES**

Ms. Whitley-Taylor asked for a motion to approve the minutes of the September 13, 2013 Board meeting, as published. Ms. Ruby W. Rogers made the motion and Mr. Wray seconded the motion, and the motion carried unanimously.

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

Dr. Laura J. Jacobsen, non-voting faculty advisory member of the Board, provided the Board with some background information on the Honors Academy at Radford University, noting that a new Honors Implementation Task Force was created in the 2012-2013 fiscal year to make recommendations and to develop an implementation plan. Dr. Jacobsen then introduced Ms. Lisa Vassady, Reference Instruction & Distance Education Librarian, noting that she was chair of the Honors Implementation Task Force. Ms. Vassady provided an overview of the mission of the Honors Academy, as well as the current and new standards and requirements for the Honors Academy. A copy of Dr. Jacobsen's and Ms. Vassady's report is attached hereto as *Attachment A* and is made a part hereof.

Ms. Whitley-Taylor thanked Dr. Jacobsen and Ms. Vassady for their report.

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

Ms. Katrina Koussis, non-voting student advisory member of the Board, updated the Board on the two initiatives that she will be working on this year, (1) student retention and graduation through the use of mid-term grades for all students, and (2) a club hub, a dedicated centralized location on campus where all clubs can maintain offices, hold meetings and collaborate. A copy of Ms. Koussis' report is attached hereto as *Attachment B* and is made a part hereof.

Ms. Whitley-Taylor thanked Ms. Koussis for her report.

### **REPORT FROM THE ACADEMIC AFFAIRS COMMITTEE**

Mr. Milton C. Johns, Chair of the Academic Affairs Committee, reported that the Committee met on Thursday, November 7, 2013. Mr. Johns noted that the Committee received a report from Dr. Laura Jacobsen, non-voting faculty advisory member of the Board, who continued her review of the results of the Collaborative on Academic Careers in Higher Education (COACHE survey) faculty job satisfaction survey, by identifying and prioritizing those areas as set forth in the COACHE survey results.

Mr. Johns also informed the Board that the Committee heard a report from Dr. Sam Minner, Provost and Vice President for Academic Affairs, who updated the Committee on recently hired personnel in Academic Affairs Division and updated the Committee on the search for the Dean of the College of Business and Economics.

Mr. Johns also reported that Dr. Steve Lerch, Coordinator of Retention, and Mr. Michael Dunn, Director of New Student Programs, provided the Committee with a report on retention efforts at Radford University and specifically reviewed the services being provided by Noel-Levitz, the retention consultants hired by the Academic Affairs Division. In addition, Ms. Sarah Rogis, Associate Director of Career and Internship Development – Northern Virginia Region, provided a brief presentation on career and internship development in Northern Virginia.

Mr. Johns also reported that there was one action item that needed to be approved by the Board, specifically a change to the Teaching and Research Faculty Handbook, namely amending Section 1.7 to add a new Section 1.7.4: Extending the Tenure Clock. Mr. Johns recommended on behalf of the Committee, that the following Resolution be approved:

#### **Approval of the Amendment to the Teaching & Research Faculty Handbook The Addition of a New Section 1.7.4: Extending the Tenure Clock**

Ms. Davis seconded the motion and the Resolution was unanimously adopted. A copy of the Resolution is attached hereto as *Attachment C* and is made a part hereof.

Ms. Whitley-Taylor thanked Mr. Johns for his report.

**REPORT FROM THE ADVANCEMENT/ALUMNI RELATIONS AND COMMUNICATIONS/MARKETING COMMITTEE**

Mr. Stephan Q. Cassaday, Chair of the Advancement/Alumni Relations & Communications/Marketing Committee, reported that the Committee met on Thursday, November 7, 2013, and reported that the Committee received a report from Mr. Joe Carpenter, Vice President for University Relations & Chief Communications Officer, on the activities in University Relations, which included updates on the publications and graphics support that University Relation Division provides to the University, the paid media marketing and earned media marketing efforts through November 3, 2013, as well as RU Connected.

Mr. Cassaday also noted that President Kyle informed the Committee that Dr. Deborah Robinson the Vice President for Advancement had submitted her resignation on October 7, 2013. He noted that the University has begun taking steps for the search of a new Vice President for Advancement, but that in the interim, the Advancement and Alumni Relations department would report to Richard Alvarez, Vice President for Finance & Administration and Chief Financial Officer.

Ms. Whitley-Taylor thanked Mr. Cassaday for his report.

**REPORT FROM THE BUSINESS AFFAIRS AND MARKETING COMMITTEE**

Mr. Matthew B. Crisp, Chair of the Business Affairs & Audit Committee, reported that the Committee met on Thursday, November 7, 2013. He reported that the Committee heard a report from Ms. Margaret McManus, University Auditor, who presented an oral report on the University discretionary fund for the quarter ended September 30, 2013 and who provided copies of the Charter of the Office of Audit & Advisory Services as well as a Follow-Up Audit Status Report.

Mr. Crisp stated that the Committee also heard a report on the Strategic Budget Outlook that included presentations by each vice president of his division's base operating budget, preliminary six-year strategic budget outlook, reallocation potential and possible visionary initiatives. Mr. Crisp reported that as a result of this Strategic Budget Outlook, Dr. Minner was asked to provide clarity around those undergraduate programs that are a priority, specifically the programs that Radford University identifies as its core competencies, and that require additional resources. In addition, he indicated that the Committee requested additional information on the possibility of a faculty 'buyout' incentive, and the feasibility of a 3-year undergraduate program, including the potential for revenue and expense impact of these two items.

Mr. Crisp also informed the Board that there were extensive discussions regarding the University's need for an enterprise Customer/Constituent Relationship Management System (CRM), and that the Committee voiced its support that the University move forward with the

evaluation of such a system with the ultimate goal being the purchase and implementation of an integrated CRM.

Ms. Whitley-Taylor thanked Mr. Crisp for his report.

### **REPORT FROM THE STUDENT AFFAIRS COMMITTEE**

Ms. Ruby W. Rogers, Vice Chair of the Student Affairs Committee, reported that the Committee met on Thursday, November 7, 2013. She noted that the Committee received a report from Mr. Zachary McCoy, President of the Student Government Association (SGA), who updated the Committee on the various activities and initiatives of the SGA. Ms. Rogers also reported that a Student Affairs update was provided by Dr. Mark Shanley that included updates on personnel, an overview of the fall semester, and the creation of a Greek Leadership Training Program. Dr. Shanley also introduced Dr. Irvin Clark as the new Associate Vice President and Dean of Students, who then gave the Dean of Students report. Ms. Rogers stated that Mr. Kenneth J. Bonk, Associate Vice President for Student Affairs/Student Activities, also provided a student activities report.

Ms. Whitley-Taylor thanked Ms. Rogers for her report.

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

Dr. Kevin R. Dye, Chair of the Governance, Administration & Athletics Committee, reported that the Committee met on Thursday, November 7, 2013. He reported that the Committee received a report from Mr. Robert G. Lineburg, Director of Intercollegiate Athletics, on Radford University's Intercollegiate Athletics program which included a review of the Athletics Strategic Plan for Radford University for 2014 to 2024. Mr. Lineburg also reviewed the accomplishments of each team during the fall.

He noted that the Committee had one action item. Dr. Dye stated that the Committee was advised that the Board of Visitors needs to take certain action regarding the state mandated base salary increases for eligible employees that were effective July 25, 2013. Dr. Dye then moved that the Board of Visitors hereby ratify and approve the base salary compensation changes authorized by the 2013 Acts of the General Assembly, Chapter 806, effective July 25, 2013. Mr. Johns seconded and the motion was adopted unanimously.

Ms. Whitley-Taylor thanked Dr. Dye for his report.

### **RADFORD UNIVERSITY QUARTERLY REPORT**

Ms. Whitley-Taylor reminded the Board that this report was a result of discussions that were held at the Board Retreat in July 2013 to provide the Board with a metrics snapshot of the key performance indicators at Radford University. Mr. Danny Kemp, Vice President for Information Technology and Chief Information Officer, informed the Board that this quarterly

report is new and is a work in progress, and briefly reviewed the overall organization of the report. He noted that the report is organized into four different sections, Academic Affairs, Advancement, Financial Management, and Project Management, as of September 30, 2013. Dr. Minner and Mr. Alvarez then reviewed with the Board the various metrics used in creating this proposed quarterly report.

Ms. Whitley-Taylor thanked Mr. Alvarez, Mr. Kemp, and Dr. Minner for the report.

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

Ms. Georgia Anne Snyder-Falkinham, liaison to the Radford University Foundation (Foundation), reported that the Foundation's total assets are \$66.8 million of which \$41.9 million or 63% is invested with Spider Management Group in Richmond. Ms. Snyder-Falkinham also informed the Board that 3% or \$2.1 million of the total assets are represented by an art collection, which the Foundation is currently in the process of having re-appraised. She noted that the Real Estate Foundation has sent out an RFP to find a qualified party to market the RU Corporate Park. Ms. Snyder-Falkinham also noted that Foundation funds managed by the Student Managed Investment Portfolio Organization (SMIPO) reached \$1 million.

Ms. Snyder-Falkinham then introduced Mr. John Cox, Executive Director of the Radford University Foundation. Mr. Cox provided a brief oral presentation on the Radford University Foundation, which included an overview of its history, organizational structure, and the assets of the Foundation.

Ms. Whitley-Taylor thanked Ms. Snyder-Falkinham and Mr. Cox for their reports.

### **PRESIDENT'S REPORT**

President Penelope W. Kyle updated the Board on the new board of visitors orientation conducted by the State Council of Higher Education for Virginia (SCHEV). She reminded the Board that this training is now a requirement in accord with the legislation passed by the 2013 Session of the Virginia General Assembly. President Kyle indicated that the meetings were well attended and organized, and that Ms. Callie M. Dalton attended from Radford.

Ms. Whitley-Taylor also noted she is having conversations with Ms. Mary W. Campbell, Vice Rector, to determine the best way to supplement the new Board member training that SCHEV conducts to ensure that the new Board members have a more robust training session and to make it more germane to Radford University.

President Kyle reminded the Board that at the September 2013 meeting a number of questions were raised concerning distance learning or on-line education and STEM-H programs at Radford University, and that Dr. Minner would be making a brief presentation regarding the distance learning and the STEM-H programs at Radford.

The Board took a brief recess at 11:00 a.m. Ms. Whitley-Taylor reconvened the meeting at 11:15 a.m.

Dr. Minner then presented a report on Radford University's on-line and distance learning education. He noted that Radford is increasing its on-line presence for the benefit of the traditional residential student as a means to completing their degrees more quickly and efficiently, and for the benefit of specifically targeted programs which are totally on-line. Discussions were then held regarding the number of on-line or distance learning classes at the University, and the Board requested that a more detailed report concerning on-line distance learning be presented, specifically looking at what is the magnitude of on-line classes today, what is the scalability of having more on-line classes, and how do we move forward with implementing more distance learning classes, if it is feasible to do so.

Dr. Minner then reported on Radford's current operation of STEM-H programs, noting that the programs are growing; however, he reminded the Board that a number of the programs are accredited externally, and require the accreditor's approval to increase enrollment numbers.

A brief discussion was then held regarding the Appalachian Studies program at Radford University.

Ms. Whitley-Taylor thanked President Kyle and Dr. Minner for their reports.

### **OTHER BUSINESS**

Ms. Whitley-Taylor reminded the Board that the University is a member of the Association of Governing Board for Universities and Colleges and that its annual National Conference on Trusteeship will be held in April 2014 in Orlando, Florida. She informed the Board that the University will support sending two members of the Board, the Rector and Vice Rector, to the meeting, but noted that all Board members can attend; however, they would do so at their own expense. Ms. Whitley-Taylor reiterated that the meeting was very informative and provided invaluable information.

Ms. Whitley-Taylor also informed the Board that as Rector she had signed a document, in accordance with the 2009 Resolution that created the Supplement Retirement Plan (the "Plan"), which made IRS technical amendments to the Plan.

### **CLOSED SESSION**

Mr. Michael S. Hurt moved, pursuant to Section 2.2-3711(A)(1) of the Freedom of Information Act, that the Radford University Board of Visitors go into "Closed Session" for the discussion of personnel matters, more specifically relating to the performance evaluation, compensation, resignation and/or appointment of specific university employees and the performance or evaluation of specific Departments of Radford University which will necessitate the discussion, evaluation and performance of specific individuals in those departments. Dr. Kevin R. Dye seconded the motion and the motion was unanimously approved.

The Rector specifically asked Dr. James Burke, Ms. Linda Pierce, President Kyle, and Ms. Stephanie Hamlett to attend the Closed Session. The non-voting advisory Board members, faculty, staff, and guests left the meeting at this point.

President Kyle left the Closed Session at 1:15 p.m. and re-entered the Closed Session at 1:50 p.m.

### **RECONVENED SESSION**

Following the Closed Session, the public was invited to return to the meeting. Rector Whitley-Taylor called the meeting to order and asked Mr. Hurt to make the motion to return to open session. Mr. Hurt made the motion to return to open session, Ms. Campbell seconded, and the motion carried unanimously. Mr. Hurt read the following certification:

#### **Certification of Closed Session**

WHEREAS, the Radford University Board of Visitors has convened a closed session on this date pursuant to an affirmative recorded vote and in accordance with the provisions of The Virginia Freedom of Information Act; and

WHEREAS, Section 2.2-3712 of the Code of Virginia requires a certification by this Board that such executive meeting was conducted in conformity with Virginia law;

NOW, THEREFORE, BE IT RESOLVED that the Radford University Board of Visitors hereby certifies that, to the best of each member's knowledge, (1) only public business matters lawfully exempted from open meeting requirements under Virginia law and (2) only such public business matters as were identified in the motion by which the closed meeting was convened were heard, discussed or considered in the meeting by the Radford University Board of Visitors.

A roll call vote was taken:

Vote: yes	Ms. Linda K. Whitley-Taylor	yes	Dr. Kevin R. Dye
yes	Ms. Mary W. Campbell	yes	Mr. Michael S. Hurt
yes	Mr. Anthony R. Bedell	yes	Mr. Milton C. Johns
yes	Mr. Stephan Q. Cassaday	yes	Ms. Alethea "A.J." Robinson
yes	Matthew B. Crisp	yes	Ms. Ruby W. Rogers
yes	Ms. Sandra C. Davis	yes	Ms. Georgia Anne Snyder-Falkinham
		yes	Mr. Michael A. Wray

After the Closed Session the Rector reported that the consensus of the Board was that the Rector should begin negotiations on a new contractual arrangement with the consultants, Performance Management Group.

**ADJOURNMENT**

With no further business to come before the Board, Ms. Whitley-Taylor, Rector, adjourned the meeting at 2:20 p.m.

Respectfully submitted,

Michele Nieroda Schumacher  
Secretary to the Board of Visitors