

Academic Excellence and Student Success Committee

September 2023

RADFORD UNIVERSITY

Board of Visitors



ACADEMIC EXCELLENCE AND STUDENT SUCCESS COMMITTEE
1:00 P.M.**
SEPTEMBER 7, 2023
KYLE HALL, ROOM 340, RADFORD, VA

DRAFT
AGENDA

- **CALL TO ORDER** Ms. Jeanne Armentrout, *Chair*
- **APPROVAL OF AGENDA** Ms. Jeanne Armentrout, *Chair*
- **APPROVAL OF MINUTES** Ms. Jeanne Armentrout, *Chair*
 - June 8, 2023
- **PRESENTATION – UNDERGRADUATE RESEARCH** Dr. Joe Wirgau, *Director, Office of Undergraduate Research and Scholarship and Leah Ellis, Student*
- **ACADEMIC AFFAIRS UPDATES** Dr. Bethany Usher, *Provost and Senior Vice President for Academic Affairs*
 - SACSCOC
 - Beginning of Fall Term
 - 2023-2025 Strategic Goals
- **ACADEMIC AFFAIRS INFORMATION ITEM** Dr. Bethany Usher, *Provost and Senior Vice President for Academic Affairs*
 - Emeriti Faculty (*Attachment A*)
- **FACULTY SENATE REPORT** Dr. Kurt Gingrich, *President, Faculty Senate*
- **OTHER BUSINESS** Ms. Jeanne Armentrout, *Chair*
- **ADJOURNMENT** Ms. Jeanne Armentrout *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. Jeanne Armentrout, Chair
Dr. Betty Jo Foster, Vice Chair
Mr. Robert A. Archer
Mr. George Mendiola
Ms. Georgia Anne Snyder-Falkinham
Dr. Kurt Gingrich, (Non-Voting Faculty Advisory Representative)

September 2023 Meeting Materials

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Student Perspectives: Undergraduate Research and Inquiry



Joe Wirgau
Director of OURS



Leah Ellis
Student Researcher

Enrollment

Opportunities



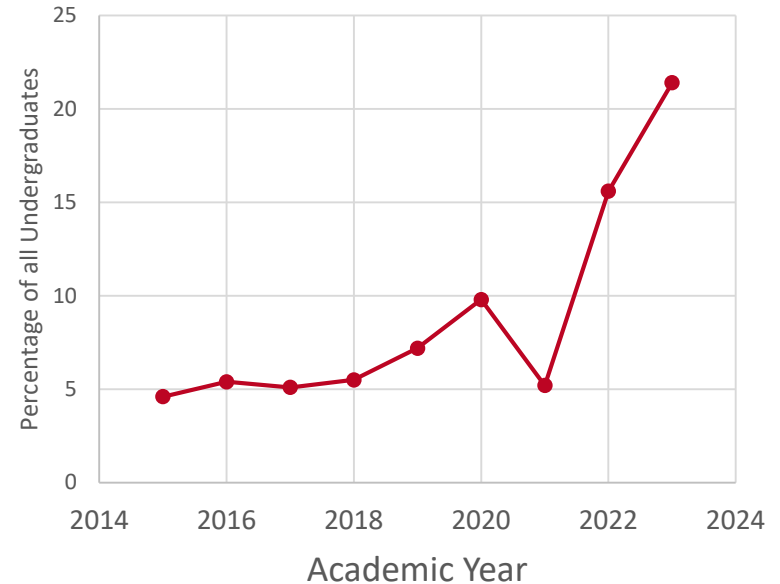
Undergraduate Research Experiences



	Students in Elevate Research Classes	
Grade	Elevate (N = 881)	Control (N = 2960)
A	43.0 %	41.7 %
B	27.3 %	23.1 %
C	13.6 %	13.9 %
D	4.1 %	5.5 %
F	7.3 %	10.1 %
W	4.8 %	5.7 %

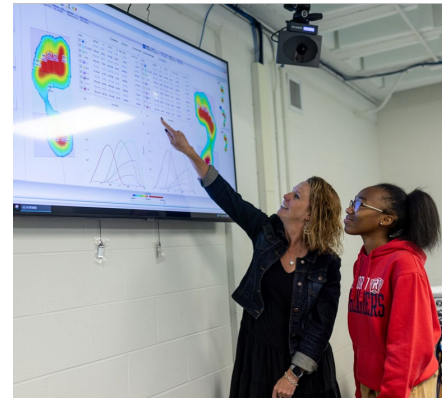
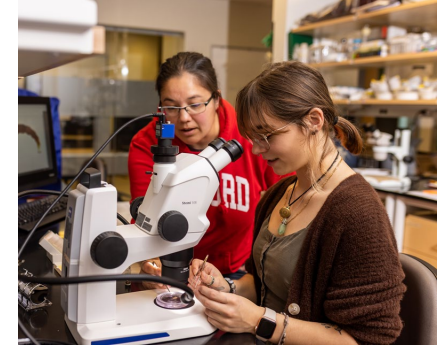
Year	New Freshmen Retention When enrolled in a CURE	Retention of all other New Freshmen
2021AY	68.6 %	64.4 %
2022AY	69.0 %	67.4 %

Unique Undergraduates Supported by OURS



Undergraduate Research Experiences

- **Communication** Development
- Problem Solving
- **Unique** Experiences
- Sense of **Belonging**
- **Professional** Identity
- Personal Growth



Differentiate



Transformative

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Leah Ellis
Radford University
Student
Nutrition and
Dietetics '25

Radford University
Acceptance



SURF Summer 2022



Part-time Research
Assistant at Virginia Tech



Highlander Research Rookies
(HRR) and Accelerated Research
Opportunities LLC (ARO)

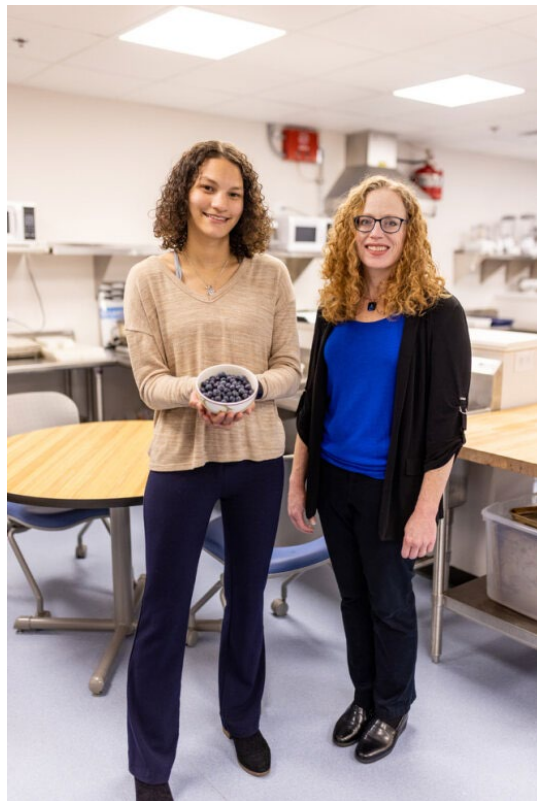


HRR and TOUR Scholars (Translational
Obesity Undergraduate Research)
at Virginia Tech

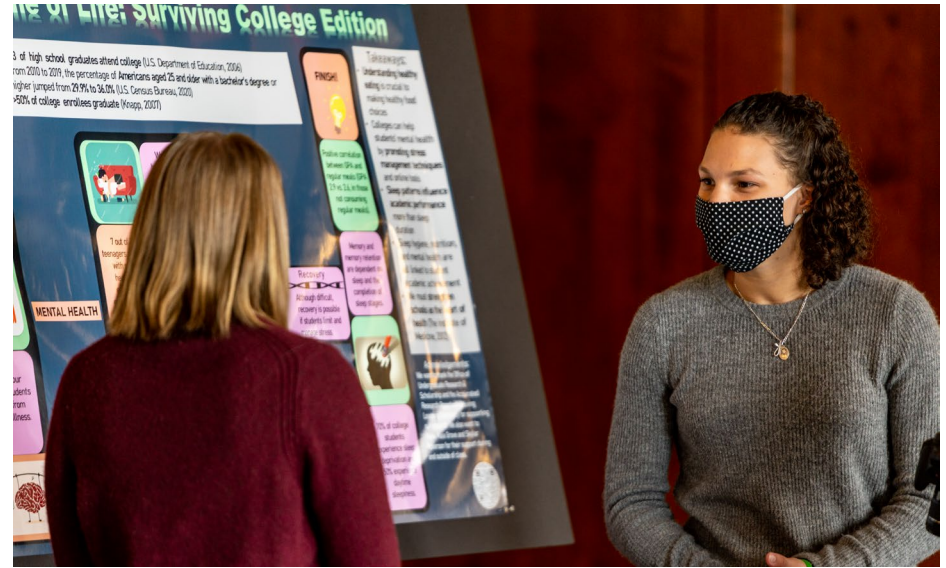
Why Research?

- Freedom to pursue niche interests
- Friendly and supportive faculty
- Foundational class and program experiences to spread my networks
- Diverse student researchers to connect with
- Interdisciplinary work opportunities

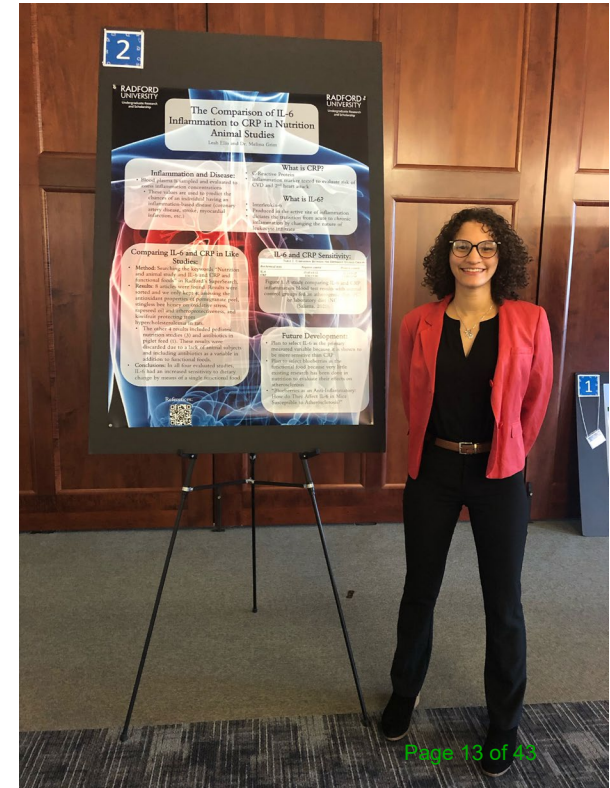
Highlander Research Rookies



Accelerated Research Opportunities LLC (ARO)



Summer Undergraduate Research Foundation (SURF)



Translational Obesity Undergraduate Research Scholars Program (TOURS)



Research Assistant Position at VT



Academic Excellence and Student Success Committee

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Agenda

- SACSCOC Updates
- Fall 2023 Updates
- 2023-2025 Strategic Goals
- Questions and Conversation

SACSCOC Reaffirmation Update

- Response Report submitted on August 2
- Final Decision in December
- Realizing Inclusive Student Excellence (RISE) QEP has launched:
 - First cohort of faculty selected
 - RISE Community Action Teams (RCATS) began August 28 (2nd week of classes)

Fall 2023 Updates

- Successful move-in, orientations and convocation events
- College meetings with Provost, tours of Radford sites
- Cautiously optimistic about enrollment and retention

Faculty Awards

- Donald N. Dedmon Distinguished Teaching Professor Award: Professor of Criminal Justice **Stephen Owen**
- Distinguished Faculty Advising Award: Assistant Professor of Biology **Sarah Foltz**
- Distinguished Service Award: School of Teacher Education and Leadership Professor **Katherine Hilden Clouse**
- Distinguished Creative Scholar Award: Professor of Political Science and Director of International Studies Minor **Tay Keong Tan**
- Award for Administrative and Professional Excellence: Director of Environmental Health and Safety **Avraham Boruchowitz**
- Anna Lee Stewart Award for Contributions to Faculty Development: Executive Director, Faculty Development, Center for Innovative Teaching and Learning **Heather Keith**



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Radford University 2023-2025

Challenge: Adapt to deliver on our academic mission with fewer students and fewer resources in the short-term AND position Radford University to thrive in the future.

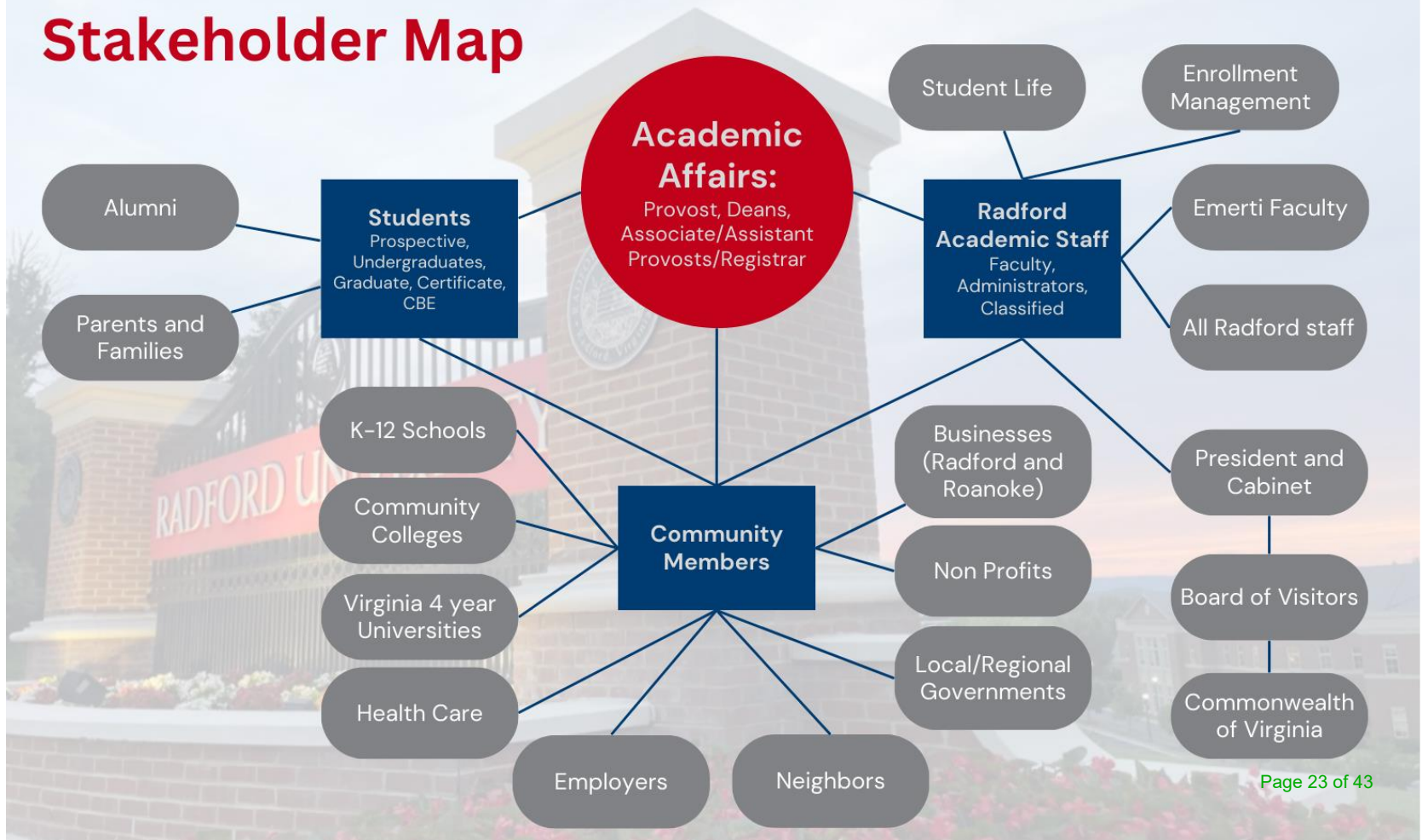


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Academic Affairs Strategic Goals 2023-2025

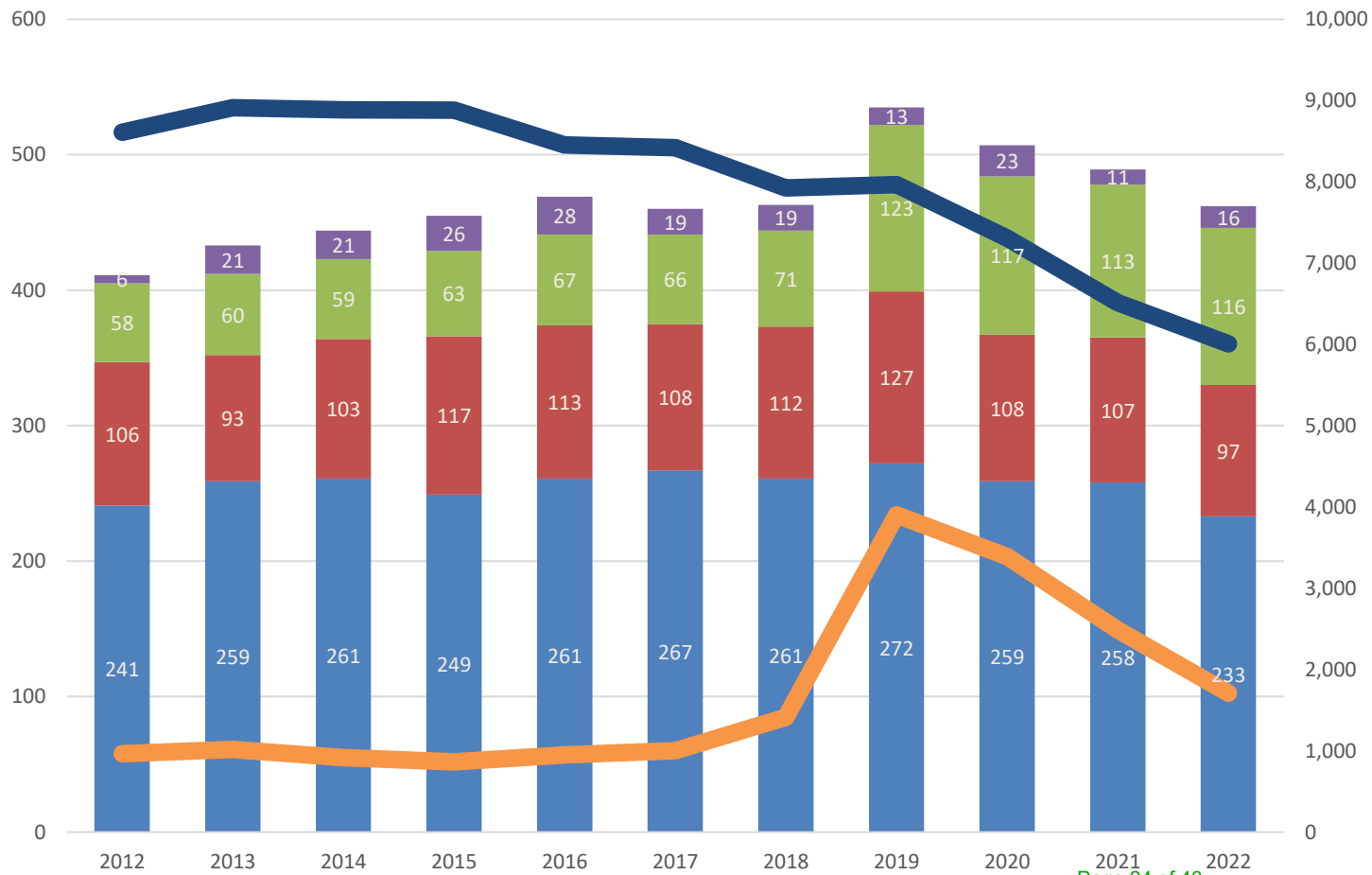
- Define and capitalize on Radford University's distinctive academic programs and experiences.
- Stabilize enrollment through increased student matriculation and reduced attrition.
- Streamline Academic Affairs to increase efficiency and effectiveness.

Stakeholder Map



Faculty Headcount 2012-2022

- Full-Time Temporary
- Non-Tenure Track
- Tenure Track
- Tenured
- Undergraduate
- Graduate



Strategic Goal 1: Define and capitalize on Radford University's distinctive academic programs and experiences

Expected Outcome	Strategies	Measure	Baseline	Target
Defined Academic Affairs Mission Statement	Write with Deans and Faculty Senate		No current mission statement	Mission statement to be adopted September 2023
Defined and intentional catalog of programs that are distinctive to Radford	Use a collaborative campus-wide process to identify distinctive programs and experiences	Radford University catalog	Current array of programs	Academic programs identified and process in place to align existing curriculum by June 2024, program updates June 2025
Distinctive REAL general education curriculum that supports major exploration, transfer student success	Task Force to update current REAL curriculum	Understanding of REAL, increased student course enrollment breadth, reduced total credits	62% of students understand REAL (moderately, very, extremely), <i>other baseline data requested</i>	90% of 2024-2025 FTIC and transfer students understand REAL, <i>others to be added</i> <small>Page 25 of 43</small>

Strategic Goal 1: Define and capitalize on Radford University's distinctive academic programs and experiences

Expected Outcome	Strategies	Measure	Baseline	Target
Every student graduates career-ready with at least one high-impact experience	Centralized support for career-ready and experiential education; Applied Learning (L) required in every major	National Survey of Student Engagement, intuitional data	72% of seniors participated in either research with faculty or internships	80% for 2026 graduates; 100% for 2030 graduates
Campus constituents will build skills and dispositions for constructive dialogue across perspectives and differences	Use the Civil Discourse and Freedom of Expression Task Force recommendations to enhance campus climate	National Survey of Student Engagement, intuitional data	63% of FTIC self-identify as having ability to “participate in a constructive dialogue with someone who disagrees with you”	75% for 24-25 FTIC

Strategic Goal 2: Stabilize enrollment through increased student matriculation and reduced attrition

Expected Outcome	Strategies	Measure	Baseline	Target
Clearly defined pathways for VCCS students to transfer to Radford University	With TransferVA and VCCS, update and communicate pathways for Passport, UCGS, associate degrees, and VCCS credits to transfer to Radford	Number of pathways developed; annual number of transfer students	Pathway data being collected; 2022-2023: 761 transfer students, 48% with associate degree	100% of majors have a transfer pathway by June 2025; 1000 transfer students with 50% associate degree in 2024-2025
Students equitably completing 100/200 level courses	Implementation of RISE (Realizing Inclusive Student Excellence) QEP through faculty and student support	Student grades in 100/200 level courses	100 level = 73% pass rate (range 65-77%) 200 level = 79% pass rate (range 71-81%)	100 level: 80% pass, 200 level: 86% pass; 5% reduction in gap
Enrolled students persist and graduate from Radford University	Implement coordinated retention and completion program through Highlander Success Center and academic units	Increased retention and graduation rates for FTIC, transfer, and graduate students	FTIC (2016 entering) 6-year graduation: 54% FTIC retention (Fall 21-22): 68.3% Transfer graduation: <i>waiting on data</i> Master's 3-year graduation rate (2013 entering class): 82%	FTIC (2023 entering) 6-year graduation: 60% FTIC retention (Fall 23-24): 72% Transfer graduation: <i>TBD</i> Master's graduation rate (2025 entering class): 90%

Strategic Goal 2: Stabilize enrollment through increased student matriculation and reduced attrition

Expected Outcome	Strategies	Measure	Baseline	Target
Radford students/alumni complete graduate degrees at Radford University	Create bachelor's → Graduate pathways for each master's and doctoral program	Number of pathways developed; number of UG alumni entering Radford graduate programs	<i>Awaiting data</i>	100% of eligible master's and doctoral programs have Radford pathway
Consortium agreement between Radford and Virginia Tech	MOU in discussion	Number of Radford and VT students exchanged	<i>Awaiting data</i>	100 students exchanged between institutions in 2024-2025
Radford students will have preferential admission to graduate programs at VA R1s	Develop MOUs between VT, GMU for guaranteed/accelerated admission to programs not offered at Radford	Number of MOUs; Radford Clearinghouse data on graduate programs	<i>MOU inventory in process, Clearinghouse data being analyzed</i>	10 MOUs per institution; <i>Clearinghouse target TBD</i>

Strategic Goal 3: Streamline Academic Affairs to increase efficiency and effectiveness

Expected Outcome	Strategies	Measure	Baseline	Target
Defined and intentional catalog of programs that are distinctive to Radford	Use University forums, academic program alignment review, and academic program enrollment and network analysis to: enhance key distinctive programs; merge and re-design related concentrations or programs; remove untaught courses from catalog; reduce under-enrolled minors	Radford University catalog	Current array of programs	Academic programs identified and process in place to align existing curriculum by June 2023, program updates completed June 2024
Permanent Academic Affairs Leadership Council with re-aligned duties	Assessment of roles underway, 2 interim dean searches completed	Organizational chart, number of vacancies	4 interim deans, 1 interim associate provost, 2 assistant/associate provost vacancies	Re-aligned and fully staffed provost team by Jan 2024, all permanent deans by June 2025

Strategic Goal 3: Streamline Academic Affairs to increase efficiency and effectiveness

Expected Outcome	Strategies	Measure	Baseline	Target
Intentional program placement at all sites (RU, RUC/RHEC, SWHEC, Selu, +)	Distinctive program assessment; Brightspot consultation; RHEC planning	Catalog of courses and programs offered in each site	Assessment in progress, some duplication and some gaps in availability	Efficient and effective deployment of students, faculty, and resources aligned with enhanced place-based programs
Faculty and staff aligned with academic program and student needs, based on Academic Affairs mission and Radford's distinctive portfolio of programs and experiences	Evaluate program needs, course redundancy and frequencies; reduce reliance on special purpose, temporary, adjunct, and overloads to meet program needs; develop consistent faculty workload reassignments; use resignations and retirements to lower faculty/student ratios	Faculty: Student ratios per college and program; total number of faculty in each category; budget spent on adjuncts and overload; <i>develop consistent measurement for faculty workload and reassignment</i>	12 students per faculty overall; 71.4% tenure-line faculty (2022); \$2.8M (AY 2022-2023) and \$1.9M (Summer 2022 and Wintermester 22-23) spend on adjunct and overload	15 students per faculty (2026); 80% tenure-line faculty (2026); reduce adjunct and overload by \$1M (2026)

Timeline for identifying Radford University's distinctive academic programs and experiences; Streamlining our curriculum and staffing

September 2023

Academic Affairs

Mission Statement

Highlighting educational focus and relationship between faculty/staff, students, and community

October 2023

Distinctive

Program Forums

Develop high-level themes and identify model programs Faculty/staff, students, alumni

Update HSC Model

Collaboratively update advising/career model to increase persistence and graduation rates

December 2023

REAL Updates

REAL Task Force bringing models to improve general education program to Faculty Senate

Faculty Role

Updates

Faculty Senate updating T/R Handbook to give more flexibility in SP and FTT contracts

January-June 2024

Program and Faculty Alignment

Colleges and Academic programs encouraged to update curricula:

- *Align, merge, and redesign closely related concentrations or majors with interdisciplinary cooperation*
- *Develop or enhance distinctive programs*
- *Streamline major curricula*
- *Archive infrequently taught courses*
- *Reduce under-enrolled minors*
- *Design 2023-2024 course schedules to reduce reliance on SP/adjunct/overloads*
- *Design UG->G enhanced pathways*

Spring 2024

Academic Calendar Updates

AALT to consider new academic calendar with six embedded 7 week terms integrated in Fall, Spring, Summer schedule

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Additional Conversation

Dr. Bethany M. Usher
provost@radford.edu



**RADFORD UNIVERSITY
ACADEMIC EXCELLENCE AND STUDENT SUCCESS COMMITTEE
SEPTEMBER 7, 2023**

EMERITUS FACULTY

Based on recommendations from the Department Personnel Committee, the Department Chair, the College Dean, and the Provost, the President has awarded emeritus status to the following retired faculty members:

Professor Alan Forrest	Department of Counselor Education
Assistant Professor William Scott	Department of Counselor Education
Professor Brad Bizzell	School of Teacher Education and Leadership
Professor Leslie Daniel	School of Teacher Education and Leadership
Professor Glenna Gustafson	School of Teacher Education and Leadership
Professor Don Langrehr	School of Teacher Education and Leadership
Professor Ann Mary Roberts	School of Teacher Education and Leadership
Associate Professor Julie Temple	Department of Design

- Criteria for the awarding of emeritus faculty status are:
 - A minimum of ten years of service to Radford University;
 - Evidence of effective teaching; and
 - Significant professional contributions.
- The privileges and responsibilities attached to emeritus status include:
 - Use of the library;
 - Use of those athletic facilities available to regular faculty;
 - Use of a university computer account;
 - A Radford University identification card and special event discounts available with it; and
 - Attendance at University functions that are open to all regular faculty.

RADFORD UNIVERSITY

Faculty Senate

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Faculty Senate

2023-2024 Faculty Senate President
Dr. Kurt Gingrich, Professor of History

2023-24 Faculty Senate Executive Council

- Dr. Kurt Gingrich, Professor of History, President
- Dr. Geoff Pollick, Assistant Professor of Religious Studies, Vice President
- Dr. David Beach, Professor of English, Secretary
- Dr. Matt Close, Associate Professor of Biology, At-Large
- Dr. Kevin Farrell, Associate Professor of English, At-Large

Achievements of the 2022-23 Faculty Senate

- Required Faculty Use of LMS
- Resolution on Academic Freedom and Civil Discourse
- Handbook Language for Workload Optimization
- Efforts to Improve Equity among Learning Sites
- Scores of Curriculum Updates

Goals of the 2023-24 Faculty Senate

- Assist the Provost's Efforts to Define the Mission of Academic Affairs and the Distinctive Programs and Pedagogies of RU
- Gather Information on Students Perspectives regarding REAL and Attendance Policies
- Examine Processes for Approving New Minors and Sunsetting Low-Enrolled Minors
- Consider Changes to Handbook Language on Special Purpose Faculty

RADFORD UNIVERSITY

Faculty Senate

Questions?

Minutes

RADFORD UNIVERSITY

Board of Visitors

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ACADEMIC EXCELLENCE AND STUDENT SUCCESS COMMITTEE

1:30 P.M.

JUNE 8, 2023

KYLE HALL, ROOM 340, RADFORD, VA

DRAFT **MINUTES**

COMMITTEE MEMBERS PRESENT

Ms. Lisa Pompa, Chair

Ms. Jeanne Armentrout

Mr. Mark Lawrence

Ms. Georgia Anne Snyder-Falkinham

Dr. Kurt Gingrich, (Non-Voting Faculty Advisory Representative)

OTHERS PRESENT

Dr. Bret Danilowicz, President

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

Dr. Rob Hoover, Vice President for Finance and Administration

Dr. Angela Joyner, Vice President for Economic Development and Corporate Education

Mr. Mike F. Melis, Assistant Attorney General, Commonwealth of Virginia

Dr. Susan Trageser, Vice President for Student Affairs

Ms. Penny Helms White, Interim Vice President for Advancement and University Relations

CALL TO ORDER

Ms. Lisa Pompa, Chair, formally called the meeting to order at 1:00 p.m. in Kyle Hall. Ms. Pompa began the meeting by acknowledging the recent passing of Board of Visitors member and Chair of the Academic Excellence and Student Success Committee, Dr. Rachel Fowlkes. Dr. Fowlkes was recognized for her leadership and experience in the surrounding communities and to the Board of Visitors.

APPROVAL OF AGENDA

Ms. Pompa asked for a motion to approve the June 8, 2023 agenda. Ms. Jeanne Armentrout so moved, Ms. Georgia Anne Snyder-Falkinham seconded, and the motion carried unanimously.

APPROVAL OF MINUTES

Ms. Pompa asked for a motion to approve the March 23, 2023 minutes. Ms. Snyder Falkinham so moved, Ms. Armentrout seconded and the motion carried unanimously.

REPORTS

Dr. Jeanne Mekolichick, Associate Provost for Research, Faculty Development and Strategic Initiatives, gave an update on the current and future Academic Affairs goals for Dr. Marten denBoer who was unable to attend. During the spring semester, faculty focused efforts on engagement and recruitment of students. Davis College of Business and Economics launched an initiative to recruit home schooled students, in addition to several other pilot projects focused on recruitment. Strategies such as implementing new course minimums and revising course rotations to increase the average class size are being reviewed. A spring semester virtual UNIV 150 course was offered for RUC students. Weekly study hall sessions, open to all students, were held in McConnell Library. Mandatory workshops, covering topics such as time management and study skills, were held for students who had an academic suspension appeal granted.

Academic Affairs saw an increase in the number of grant proposals submitted and funded from the previous academic year.

Dr. Jessica Stowell, Director of Institutional Effectiveness and Quality Improvement, reported that the Quality Enhancement Plan (QEP) fully approved after a successful SACSCOC visit in March. There was only one demerit mark on the full report. President Danilowicz commended Dr. Stowell on her quick and thorough work to get this process completed.

Dr. Mekolichick also updated the committee on the draft 2023-2025 goals. As the new Senior Vice President for Academic Affairs and Provost will begin on June 12, these may be updated and enhanced before the beginning of the fall semester. Academic Affairs will focus on:

- Identifying and advancing strategic direction for Academic Affairs
- Maximizing student success efforts
- Aligning Academic Affairs infrastructure through increased efficiency and effectiveness

INFORMATION ITEMS

Dr. Mekolichick announced that emeritus status was awarded to five faculty members.

ADJOURNMENT

With no further business to come before the Committee, Ms. Pompa adjourned the meeting at 1:45 p.m.

Respectfully submitted,

Jenni Webb
Executive Assistant to the Vice President for Student Affairs

End of Board of Visitors Materials

