

Academic Excellence and Research Committee

September 2022

RADFORD UNIVERSITY

Board of Visitors

ACADEMIC EXCELLENCE AND RESEARCH COMMITTEE

1:30 P.M.**

SEPTEMBER 8, 2022

**MARY ANN JENNINGS HOVIS MEMORIAL BOARD ROOM
THIRD FLOOR, MARTIN HALL, RADFORD, VA**

**DRAFT
AGENDA**

- **CALL TO ORDER** Dr. Rachel D. Fowlkes, *Chair*
- **APPROVAL OF AGENDA** Dr. Rachel D. Fowlkes, *Chair*
- **APPROVAL OF MINUTES** Dr. Rachel D. Fowlkes, *Chair*
 - April 28, 2022
- **ACADEMIC AFFAIRS REPORT** Dr. Marten denBoer, *Interim Provost and Senior Vice President for Academic Affairs*
 - Introduction of New Deans
 - Academic Affairs Updates

 - Elevate Research Program Dr. Jeanne Mekolichick, *Associate Provost for Research, Faculty Success and Strategic Initiatives*

 - Goals for 2022-2023 Dr. Marten denBoer, *Interim Provost and Senior Vice President for Academic Affairs*
- **FACULTY SENATE REPORT** Dr. Kurt Gingrich, *Faculty Senate President*
 - Example of Reassigned Time Project to Improve Student Success Dr. Jane Machin, *Associate Professor, Department of Marketing*
- **OTHER BUSINESS** Dr. Rachel D. Fowlkes, *Chair*
- **ADJOURNMENT** Dr. Rachel D. Fowlkes, *Chair*

**** All start times for committees are approximate only. Meetings may begin either before or after the listed start time as committee members are ready to proceed.**

COMMITTEE MEMBERS

Dr. Rachel D. Fowlkes, Chair
Ms. Georgia Anne Snyder-Falkinham, Vice Chair
Ms. Jeanne S. Armentrout
Mrs. Jennifer Wishon Gilbert
Mr. Tyler W. Lester
Dr. Kurt Gingrich, Non-Voting Faculty Advisory Member

September 2022 Meeting Materials

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Board of Visitors

Academic Excellence and Research

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Academic Affairs Reports

New People



Marten denBoer, Ph.D. - Interim Provost and Senior Vice President



Steven Bachrach, Ph.D. - Artis College of Science and Technology Dean



Stephanie Caulder, D.M. - College of Visual and Performing Arts Dean

Academic Affairs Reports

New People



Wendy Downey, DNP - Interim Dean of School of Nursing



Laura Jacobsen, Ph.D. - Interim Dean of Libraries

Academic Affairs Updates

1. Faculty search process

What changed – and why

2. Complete College America Conference

Faculty development

3. Student Retention – Highlander Success Center

Presentation in Student Success Committee

4. Understanding Appalachia

October 21, all day

5. Elevate Research Program

Presentation by Associate Provost Jeanne Mekolichick

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Elevate Research Leadership Team



Dr. Jeanne
Mekolichick



Dr. Heather Keith



Dr. Jamie Lau



Dr. Tiesha Martin



Dr. Joe Wirgau



Dr. Jennifer
McDonel

Elevate Research Program Goals



Increase student access to & participation in undergraduate research, scholarship and creative inquiry (URSCI)



Close equity gaps and raise overall retention, progression and graduation rates



Support faculty embedding URSCI & career readiness skills into first and second year courses



Diversify classroom leadership



Howard Hughes
Medical Institute

Inclusive Excellence in
STEM Education

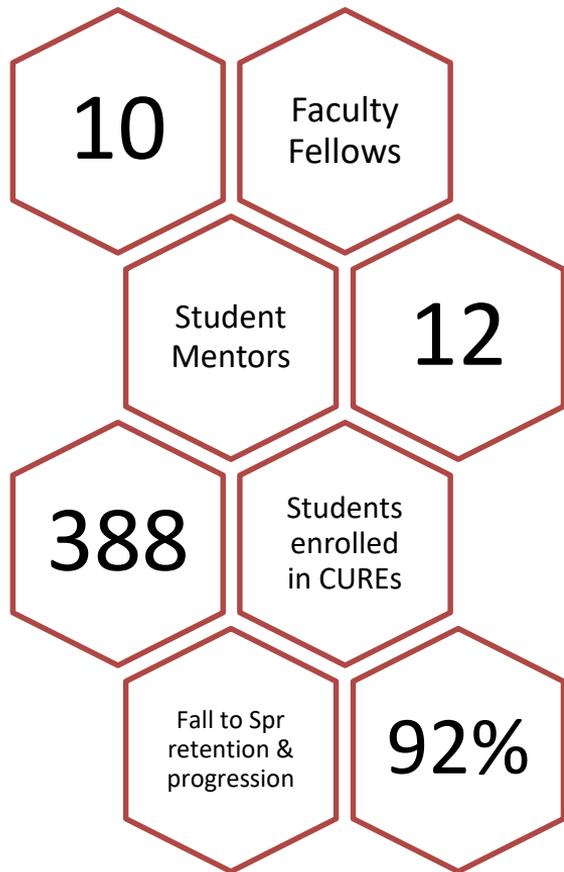


CUR Transformations
Project

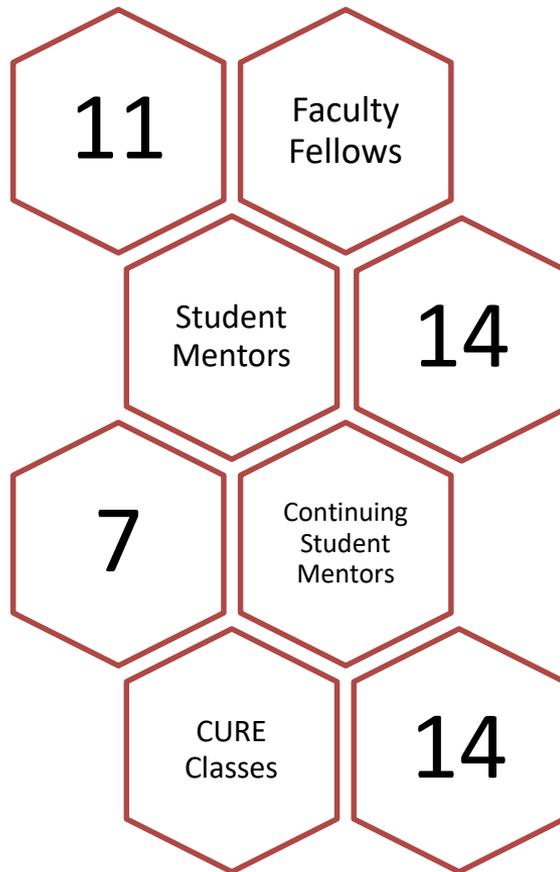
*Pathways to Transformational
Change – National Science
Foundation (16-25354)*

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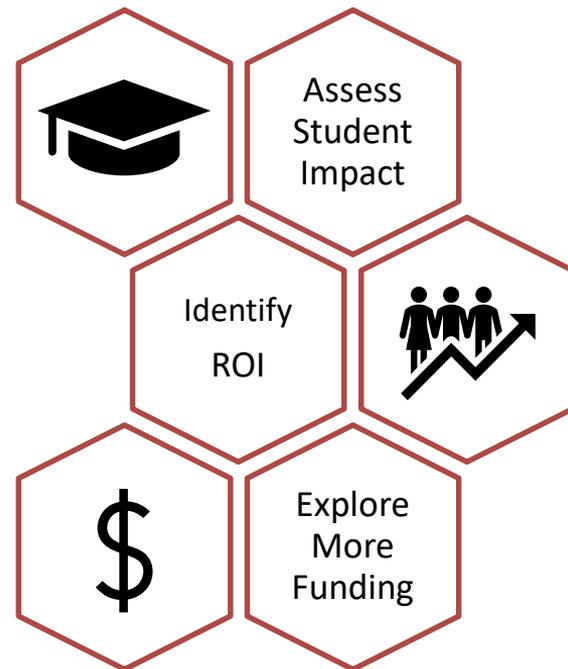
Year 1 Fall 2021



Year 2 Fall 2022



Next Steps



Goals for 2022-2023

1. Successful SACSCOC reaffirmation

Why SACSCOC?

Process

- Reaffirmation compliance report (September 8, 2022):
 - 80 standards and sub-standards with narratives and supporting documents/evidence
 - Dr. Lisa Allison-Jones, Lead reaffirmation report writer
 - Off-site review by SACSCOC (November 1-4, 2022)
- Focus Report (Receive November 2022, Reply February 2023)
- Quality Enhancement Plan (QEP) on Diversity, Equity and Inclusion
- On campus visit (March 27-30, 2023)



Goals for 2022-2023

1. (continued) Successful SACSCOC reaffirmation

- Measures
 - Overview of completed standard narratives to SACSCOC
 - Off-site Focus Report
 - On-site (March 27-30, 2023)
 - Day one—address questions from off-site review including SACSCOC core requirements and Department of Education requirements
 - Day two—QEP presentation
 - Final review by SACSCOC Board of Trustees (December 2023)



Goals for 2022-2023

2. Faculty workload optimization

- Why? Better use of varied faculty talents
- From fixed 4-4 teaching load to flexible workload assignments
- Pilots spring 2023
- Full implementation fall 2023
- Measures
 - Reports from spring pilots
 - Senate involvement for shared governance
 - Distinctive themes by college



Goals for 2022-2023

3. Increase in average class size

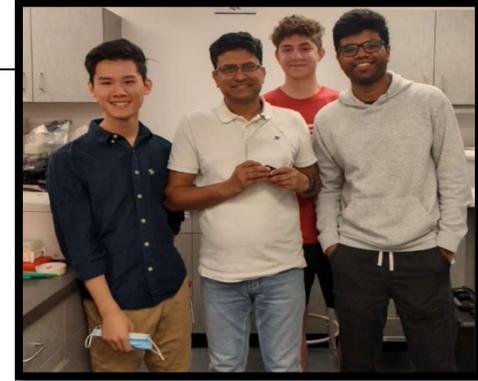
- Why? Increase instructional efficiency
- Measures
 - Average size of lecture format classes from 19.5 to 24
 - Fewer under-enrolled sections
 - Increase in course section capacities
 - Less use of adjunct faculty



Goals for 2022-2023

4. Increase in externally funded activities

- Why? External funding creates opportunities
- Measures
 - More faculty, students, community members
 - FY22: 54 proposals submitted, 41 funded
 - Students: ~65 undergrad and grad on grants
 - Community members: ~10
 - Increase in number and total dollars
 - FY22: New proposals submitted: \$33M (N=57)
 - New awards received: \$8M (N=45)



Conclusion

Strategic focus

- Alignment of efforts on student-centered support
- Experiential and work-based learning
- Invest in and support faculty as teacher-scholars
- Find new ways to serve region



**Written Report for the Academic Research and Excellence Committee
From Marten denBoer, Ph.D.
Interim Provost and Senior Vice President of Academic Affairs**

- **From the Provost**

Introduction

- **Introduction of New Deans**

Academic Affairs proudly welcomed the following deans:

Dr. Steven Bachrach, Dean of the Artis College of Science and Technology. Dr. Bachrach comes to us from Monmouth University, where he served as dean of the School of Science.

Dr. Stephanie Caulder, Dean of the College of Visual and Performing Arts. Dr. Caulder comes to us from Indiana University of Pennsylvania where she served as chair of the Department of Music. Welcome to the Highlander family!

Dr. Laura Jacobsen, Interim Dean, Libraries. Dr. Jacobsen is a Radford faculty member in mathematics with extensive leadership experience at Radford.

- **New Chairs**

Academic Affairs proudly welcomed the following Department Chairs:

Dr. Steven Fesmire serves as Chair of Philosophy and Religious Studies. Dr. Fesmire joined Radford University in August 2019 and currently is Professor in the Department of Philosophy and Religious Studies.

Dr. Wayne Gallops serves as Chair of the Music Department. Dr. Gallops joined Radford University in August of 2004 and currently is Professor in the Department of Music.

- **New Faculty for Fall 2020**

Radford University welcomed 38 new faculty, of whom 28 are new to Radford, for the 2022-2023 academic year. These faculty represent a number of disciplines and come as far away as Florida, New York, North Dakota, New Hampshire, and Texas as well as several from Virginia. We wish them a successful career at Radford!

- **Emeritus**

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.

Faculty awarded emeritus status are:

Professor Alison Pack	Department of Art
Professor Maung Htay	School of Computing and Information Sciences
Professor Robert Phillips	School of Computing and Information Sciences

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

- **Academic Affairs Updates**
- Faculty search process
 - Changes to facilitate optimum allocation
- Complete College America conference
 - Faculty development
- Student retention – Highlander Success Center
 - *Presentation in Student Success committee*
- Understanding Appalachia – October 2, 2022
 - The Honors College hosts a symposium dedicated to finding connections and common ground, sharing interests and experiences relating to Appalachia from across Radford and beyond.
<https://www.radford.edu/content/appalachia/home.html>
- Elevate Research program
 - Benefits of student-oriented research in a teaching university
 - *Presentation by Associate Provost Jeanne Mekolichick*
- **Goals for 2022-2023**
 1. **Successful SACS reaffirmation**
 - Vital for the university
 - 80 standards and sub-standards to document
 - Site visit March 27-30, 2023
 - Presentation by Assistant Provost Tim Channell*
 2. **Faculty workload optimization**
 - Better use of varied faculty talents
 - Pilot spring 2023; implement fall 2023
 - Presentation by Professor Jane Machin*
 3. **Increase average class size**
 - Instructional Efficiency
 - Too-small classes can limit class energy
 - Presentation by Interim Provost Marten denBoer*
 4. **Increase externally funded activities**
 - External funding provides new opportunities
 - Emphasize student engagement and participation
 - Presentation by Interim Provost Marten denBoer*
- **Conclusion: strategic focus**
 - Student-centered
 - Experiential and work-based learning
 - Faculty as teacher-scholars
 - Serve our region

RADFORD UNIVERSITY

Faculty Senate

RADFORD UNIVERSITY

Faculty Senate

2022-2023 Faculty Senate President

Dr. Kurt Gingrich, Professor of History

2022-23 Faculty Senate Executive Council

- Dr. Kurt Gingrich, Professor of History, President
- Dr. Sheila Krajnik, Associate Professor of Occupational Therapy, Vice President
- Dr. David Beach, Professor of English, Secretary
- Dr. Matt Close, Associate Professor of Biology, At-Large
- Dr. Katie Katz, Associate Professor of Nursing, At-Large
- Dr. Katie Hilden, Professor of Literacy Education, Ex-Officio

RADFORD UNIVERSITY

Faculty Senate

Achievements of the 2021-22 Faculty Senate

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Goals of the 2022-23 Faculty Senate

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Faculty Senate

Questions?

Davis First Year Experience

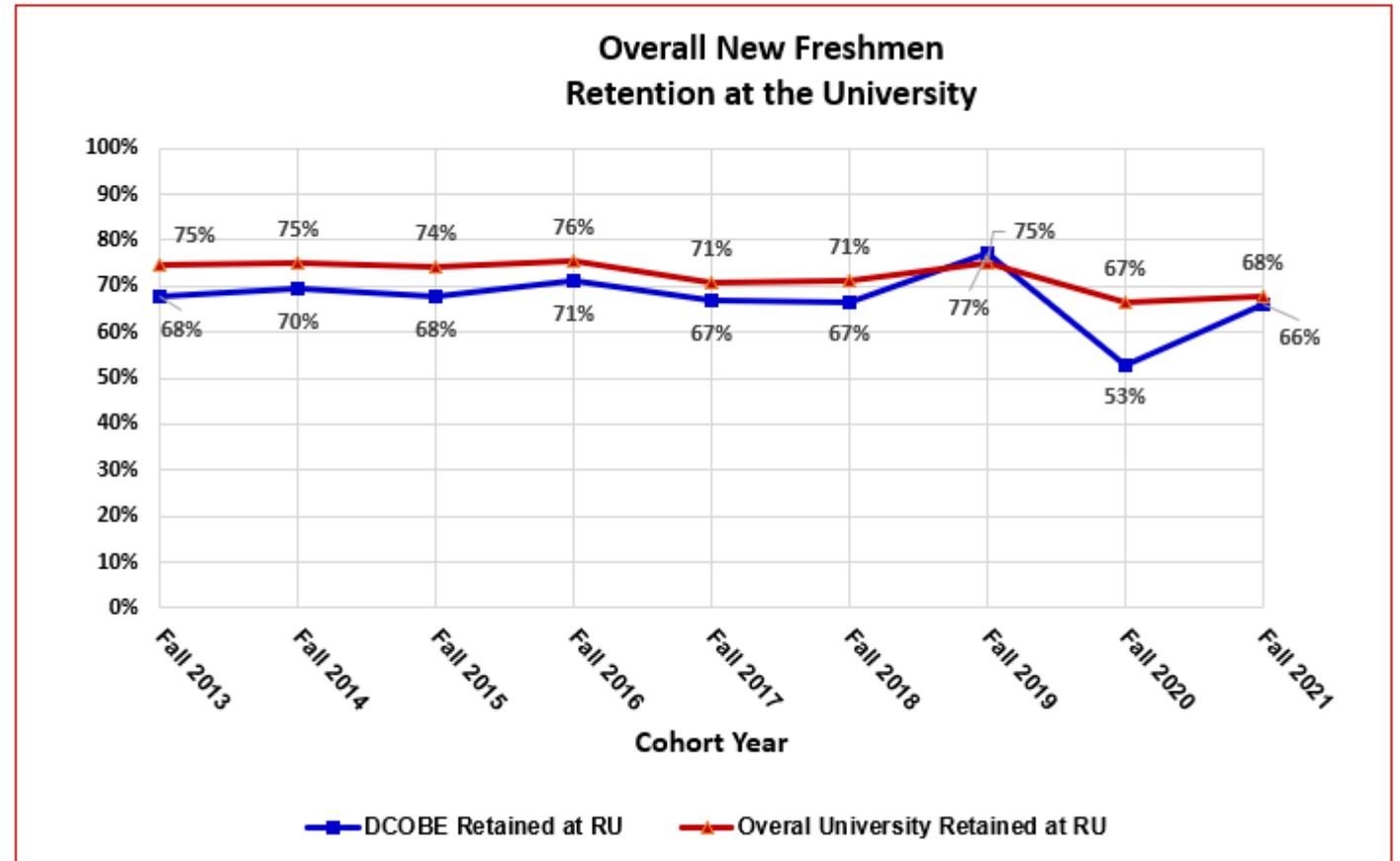
D-FYE the Odds!

Maximize your potential and
expand your horizons in the DCOBE.

Dr. Jane Machin, Associate Professor of Marketing

Davis First Year Experience Pilot: Why?

- Retention of all students is a strategic priority and is **especially important for first-time students**
- New Freshmen retention **has been a challenge** for both the University and the Davis College.
- When business students **interact with their major faculty, retention improves.**
 - But AACSB curricula requirements limit first year business courses.



Davis First Year Experience Pilot: What?

- Established the Davis College First Year Faculty Committee.
- Increase Fall to Fall New Freshmen student retention rate from 66% to 71%.

Academic Belonging

Intentional first year academic coordination

- UNIV 100 taught by Davis College full time faculty
- Monitor first year student performance.
 - MKTG 101, MGNT 101, ENTR 240, FINC 251, ECON 101, ECON 105, ECON 106, MATH 125, ENGL 111, elective courses
 - 34 sections of Davis College classes
 - 6 Full time instructors from all departments in Davis College
- Early problem identification
 - Shared spreadsheet with advising
 - Starfish (2 or more missed classes or assignments)
- Bi-weekly meetings
- Early intrusive intervention
- Shared policies and processes

Community Belonging

Intentional Davis College Highlander community building

- Davis College branded gear to build identity
- Extra curricular activities Fall 2022:
 - Pizza party with games
 - Venture Lab movie nights
 - Finals week stress busters
- Extra curricular activities Spring 2023
 - Baseball tailgate with food
 - Collaborative art activity
 - Video tips for future first years
- Upper class community ambassadors
- Social media
- House Davis College students together (future)

Davis First Year Experience Pilot: How?

Criteria for assessment

Desirable

- It enhances academic belonging
- It enhances community belonging

Viable

- Afford with current budget

Feasible

- Manage with current faculty & staffing
- Reassigned time possibilities in future

Measurable

- Benchmarks to compare pre-post performance

Measurement Fall 2022 (Pilot)

- Natural experiment examining retention Fall to Spring:
 - Different sections of UNIV 100
 - Different Davis first year classes
 - At-risk populations (e.g., race, 1st generation, Pell grant)
- Ability to identify high risk student early
 - Course attendance & participation
 - Starfish flags and referrals
- National Survey of Student Engagement (agree/strongly agree)
 - Comfort at institution (86.4%)
 - Valued at institution (79.6%)
 - Part of the community (72.7%)
- Increase Fall 2022 to Fall 2023 New Freshmen retention rate
 - From 66% to 71%

Thank you for listening!



Minutes

RADFORD UNIVERSITY

Board of Visitors

RADFORD UNIVERSITY

Board of Visitors

ACADEMIC EXCELLENCE AND RESEARCH COMMITTEE

2:30 P.M.

APRIL 28, 2022

**MARY ANN JENNINGS HOVIS MEMORIAL BOARD ROOM
MARTIN HALL, THIRD FLOOR, RADFORD, VA**

DRAFT **MINUTES**

COMMITTEE MEMBERS PRESENT

Ms. Georgia Anne Snyder-Falkinham, Vice Chair
Ms. Charlene A. Curtis
Dr. Rachel D. Fowlkes
Mr. David Smith
Dr. Katie Hilden, Non-voting Faculty Advisory Member

COMMITTEE MEMBER ABSENT

Dr. Thomas Brewster, Chair

OTHER BOARD MEMBERS PRESENT

Mr. Robert A. Archer, Rector

OTHERS PRESENT

Dr. Carolyn R. Lepre, Interim President
Dr. J. Orion Rogers, Interim Provost and Vice President for Academic Affairs
Dr. Carol Bland, Associate Professor in the School of Teacher Education and Leadership
Ms. Karen Castele, Secretary to the Board of Visitors and Special Assistant to the President
Dr. Tim Channell, Assistant Provost for Budget and Academic Operations
Dr. Niels Christensen, Director of the Honors College
Dr. Melissa Lisanti, Associate Professor in the School of Teacher Education and Leadership and
Director of the Schoolhouse Learning Community
Sarah Kadel, Radford University Student
Lauren Buenviaje, Radford University Student
Sarah Schafer, Radford University Student
Chandler Scott, Radford University Student
Kaela Henon, Radford University Student
Casi Kelly, Radford University Student

CALL TO ORDER

Ms. Georgia Anne Snyder-Falkinham, Vice Chair, formally called the meeting to order at 2:20 p.m. in the Mary Ann Jennings Hovis Memorial Board Room in Martin Hall.

APPROVAL OF AGENDA

Ms. Snyder-Falkinham asked for a motion to approve the April 28, 2022 agenda. Mr. David Smith so moved, Ms. Charlene A. Curtis seconded, and the motion carried unanimously.

APPROVAL OF MINUTES

Ms. Snyder-Falkinham asked for a motion to approve the minutes of the February 10, 2022 meeting of the Academic Excellence and Research Committee, as published. Dr. Rachel D. Fowlkes so moved, Mr. Smith seconded, and the motion carried unanimously.

ACADEMIC AFFAIRS REPORT

Interim Provost and Vice President for Academic Affairs J. Orion Rogers, Ph.D. began his report by sharing the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) reaffirmation process continues with Dr. Lisa Allison-Jones serving as our Interim SACSCOC Liaison and writer of the Compliance Certification Report. Dr. Kenneth Garren is serving as our Compliance Certification Report external reviewer, and sections of the Compliance Certification Report are being submitted for review and approval by the SACSCOC Reaffirmation Leadership Team. The completed Compliance Certification Report will be submitted to SACSCOC on September 1, 2022.

Dr. Sarah Kennedy and Ms. Merrie Winfrey are serving as co-leads of the QEP Development Steering Committee. The QEP Development Steering Committee, Data and Assessment Committee, Program Committee and Marketing and Outreach Committee are meeting regularly to continue the QEP development. The QEP general concept is diversity, equity, and inclusion with the focus on closing academic performance equity gaps for minoritized students in required 100-level and 200-level courses in each major. The name of the QEP has been decided as Realizing Inclusive Student Excellence – RISE, and the tagline is Highlanders RISE Together.

The Dean Search Committees for the Artis College of Science and Technology (ACSAT) and the College of Visual and Performing Arts (CVPA) are partnering with Academic Search and our external consultants Nancy Suttentfield and Dr. Richard Cummins. The CVPA Search Committee Co-Chairs are Dr. Stuart Robinson, who also serves as Chair of the Department of Art and Wesley Young, Professor in the Department of Theatre and Cinema. The ACSAT Search Committee Chair is Dr. Sarah Kennedy, Associate Professor of Chemistry. The Search Committees are currently conducting Zoom interviews of semifinalists. We are tentatively planning for finalists to visit campus starting with the week of May 9 with the goal of new deans starting on July 1, 2022.

The following departments have concluded searches for chairs, Dr. Riane Bolin will serve as Chair of the Department of Criminal Justice and Dr. Wayne Gallops will be serving as Chair of the Department of Music. Dr. Justin Anderson, Chair of the Department of Biology, has announced his plans to resign and accept a chair position at another university, and Dr. Christine Small has agreed to serve as Interim Chair of the Department of Biology.

Alvin Overstreet, Director of Academic Support Services at RUC, has announced his retirement effective May 13, 2022. Options are being explored to name an Interim Director of Academic Support Services at RUC effective May 13, 2022.

Dr. Johnnie Sue Wijewardane has announced her resignation as Dean of the School of Nursing. Dr. Wendy Downey has agreed to serve as Interim Dean of the School of Nursing effective May 10, 2022.

A total of 28 faculty have been approved for promotion with three promoted to Senior Instructor, one promoted to the rank of Assistant Professor, fifteen promoted to the rank of Associate Professor and nine promoted to the rank of Professor. Four faculty members were awarded emeritus status.

ACTION ITEMS

Recommendation to Approve Tenure Recommendations for 2022-23

Interim Provost and Vice President for Academic Affairs J. Orion Rogers, Ph.D. presented the list of teaching and research faculty recommended for tenure for the 2022-2023 academic year. Following discussion, Ms. Snyder-Falkinham asked for a motion to recommend the resolution to the full Board of Visitors for approval. Ms. Charlene Curtis so moved, Dr. Rachel Fowlkes seconded, and the motion carried unanimously. A copy of the resolution is attached hereto as *Attachment A* and is made a part hereof.

Recommendation to Approve Revisions to the Teaching and Research Faculty Handbook, Section 2.8, Class Administration

Dr. Rogers presented a recommendation for changes to the Teaching and Research Handbook. The proposed changes require posting of mid-semester grades for all students in all undergraduate courses. A copy of the resolution is attached hereto as *Attachment B* and is made a part hereof.

Ms. Snyder-Falkinham stated that if there were no objections, this action item would be added to the next three recommendations and all four motions would be considered in a block vote.

Recommendation to Approve Revisions to the Teaching & Research Faculty Handbook, Section 4.2.3.5, Department Curriculum Committee

Dr. Rogers presented a recommendation for changes to the Teaching and Research Handbook. The proposed changes add language to make it a formal responsibility to act based on assessment results. A copy of the resolution is attached hereto as *Attachment C* and is made a part hereof.

Recommendation to Approve Revisions to the Teaching and Research Faculty Handbook, Section 1.12.2.6, Parental Leave

Dr. Rogers presented a recommendation for changes to the Teaching and Research Handbook. The proposed changes add language to incorporate Parental Leave for Teaching and Research Faculty consistent with the Virginia Code § 2.2-1210 and Virginia Department of Human Resource Management Policy 4.21. A copy of the resolution is attached hereto as *Attachment D* and is made a part hereof.

Recommendation to Approve Revisions to the Teaching and Research Faculty Handbook, Section 1.2.3 Emeritus Faculty

Dr. Rogers presented a recommendation for changes to the Teaching and Research Handbook. The proposed changes expand recommending awarding Emeritus status to all full-time faculty (tenured and special purpose). A copy of the resolution is attached hereto as *Attachment E* and is made a part hereof.

Ms. Snyder-Falkinham asked for a motion to recommend the four resolutions for revisions to the Teaching and Research Faculty Handbook to the full Board. Ms. Curtis so moved, Dr. Rachel D. Fowlkes seconded, and the motion carried unanimously.

Ms. Snyder-Falkinham stated that if there were no objections, the next two action items would be considered in a block vote.

Recommendation to Approve Resolution for Discontinuance of the Post-Baccalaureate Certificate in Bioethics

Dr. Rogers presented a recommendation to discontinue the post-baccalaureate certificate and bioethics due to lack of interest. A copy of the resolution is attached hereto as *Attachment F* and is made a part hereof.

Recommendation to Approve Resolution for Discontinuance of the Surgical Technology A.A.S. Program

Dr. Rogers presented a recommendation to discontinue the surgical technology Associate of Applied Science (A.A.S.) program as the transition will conclude in summer 2022 following the merger with Jefferson College of Health Sciences. A copy of the resolution is attached hereto as *Attachment G* and is made a part hereof.

Ms. Snyder-Falkinham asked for a motion to recommend the approval of the discontinuation of the Post-Baccalaureate Certificate in Bioethics and the Surgical Technology Associate of Applied Science (A.A.S.) program to the full Board. Mr. David Smith so moved, Dr. Fowlkes seconded, and the motion carried unanimously.

Recommendation to Approve Resolution to Change the Name of the College of Graduate Studies and Research to the College of Graduate Studies

Dr. Rogers presented a recommendation to change the name of the College of Graduate Studies and Research to the College of Graduate Studies due to a reorganization of Academic Affairs. A copy of the resolution is attached hereto as *Attachment H* and is made a part hereof.

Ms. Snyder-Falkinham asked for a motion to recommend to the full Board that the name of the College of Graduate Studies and Research be changed to the College of Graduate Studies. Mr. David Smith so moved, Dr. Fowlkes seconded and the motion carried unanimously.

SENSE OF BELONGING THROUGH CAMPUS COMMUNITY PRESENTATIONS

The Academic Excellence and Research Committee heard presentations from three areas within Academic Affairs – the Honors College, the Military Resource Center and the Schoolhouse

Learning Community. Each presentation further explained the goals of the respective program and through personal stories by students, highlighted the unique ways each program supports their academic journey. The Committee heard from Dr. Niels Christensen, Director of the Honors College, and students Sarah Kadel and Lauren Buenviaje; Dr. Tim Channell, Assistant Provost for Budget and Academic Operations on behalf of the Military Resource Center and students Sarah Schafer and Chandler Scott; and Dr. Melissa Lisanti, Associate Professor in the School of Teacher Education and Leadership and Director of the Schoolhouse Learning Community, Dr. Carol Bland, Associate Professor in the School of Teacher Education and Leadership and students Kaela Henon and Casi Kelly.

FACULTY SENATE PRESENTATION

Faculty Senate President Katie Hilden provided an update to the Committee on recent activities of the Faculty Senate, including highlighting the over 80 motions addressed by the Faculty Senate, an update on the COACHE survey, and the recent events at which faculty connected with one another and the campus community.

ADJOURNMENT

With no further business to come before the Committee, Ms. Snyder-Falkinham adjourned the meeting at 3:46 p.m.

Respectfully submitted,

Rhonda D. Conner, Executive Assistant to the Provost

RADFORD UNIVERSITY ACADEMIC EXCELLENCE AND RESEARCH COMMITTEE
April 28, 2022

RESOLUTION OF TENURE RECOMMENDATIONS

WHEREAS, the tenure-track faculty are appointed initially on one-year contracts and throughout the probationary period, which is normally six years, they are subject to reappointment annually upon recommendation by the Department Personnel Committee, the Department Chair, the College Dean, the Provost, and the President; and

WHEREAS, no later than the beginning of the fall semester of the sixth year of full-time appointment, tenure-track faculty are notified by their Department Chairs of their eligibility for consideration for award of tenure and candidates for tenure must submit to their Department Personnel Committees pertinent information regarding their qualification for tenure, including a statement justifying the granting of tenure, all past performance evaluations, including a summary of student evaluations and any peer evaluations, a current curriculum vita, and any other relevant documentation; and

WHEREAS, criteria for the award of tenure include: the continuing need for the individual’s expertise; the individual’s teaching effectiveness; effectiveness as an advisor; professional development; participation in University co-curricular activities; committee work; cooperation with colleagues; and contributions towards the objectives of the department, college, and University; and

WHEREAS, upon consideration of the candidate’s achievement of the above criteria, the Department Personnel Committee submits its recommendation to the Department Chair, who in turn submits his or her recommendation to the College Dean. The Dean submits his or her recommendation to the Provost, and the Provost submits their recommendation in each case to the President. At each stage, the recommendation is added to the previous recommendations, and all are transmitted to the next level. Copies of each recommendation, together with justification, are sent to the faculty member, who has the right to appeal negative recommendations to the Faculty Grievance Committee; and

WHEREAS, the final authority for awarding or denying tenure lies with the Board of Visitors and all of the faculty members listed below have met the criteria for award of tenure;

ARTIS COLLEGE OF SCIENCE AND TECHNOLOGY

<u>Name</u>	<u>Department</u>
Miodrag Lovric	Department of Mathematics and Statistics
Caleb Bradberry	School of Computing and Information Sciences

COLLEGE OF EDUCATION AND HUMAN DEVELOPMENT

<u>Name</u>	<u>Department</u>
Carrie Brill Sanders	Department of Counselor Education
Anita Zatori	Department of Recreation, Parks and Tourism
Karen Hutcherson Douglas	School of Teacher Education and Leadership

COLLEGE OF HUMANITIES AND BEHAVIORAL SCIENCES

<u>Name</u>	<u>Department</u>
Roberto G. Santos	Department of Criminal Justice
Kyshawn Smith	Department of Criminal Justice
Paige Nicole Horst	Department of English
Nicole Elizabeth Iannone	Department of Psychology
Michael John Meindl	School of Communication

COLLEGE OF VISUAL AND PERFORMING ARTS

<u>Name</u>	<u>Department</u>
Ji-Eun Lee	Department of Dance
Meredith Yvonne Bowen	Department of Music
William Dayl Burnett	Department of Music
Molly E. Hood	Department of Theatre

DAVIS COLLEGE OF BUSINESS AND ECONOMICS

<u>Name</u>	<u>Department</u>
Eftila Tanellari	Department of Economics

THEREFORE, BE IT RESOLVED, it is recommended that the Academic Excellence and Research Committee recommend that the Board of Visitors approves the faculty Tenure recommendations listed above to become effective the beginning of the 2022-2023 academic year.

RADFORD UNIVERSITY ACADEMIC EXCELLENCE AND RESEARCH COMMITTEE
April 28, 2022

**RESOLUTION TO AMEND THE
TEACHING AND RESEARCH FACULTY HANDBOOK**

WHEREAS, all proposed changes to the *Teaching and Research Faculty Handbook* must be managed in accord with §5.0 of that handbook; and

WHEREAS, the authority to amend or revise the Faculty Handbook lies with the Board of Visitors. However, proposals for revising the Handbook may be initiated by faculty, administrators, the President, or members of the Board of Visitors. Revisions fall into two categories: (1) those required to ensure that the University is in compliance with state policies and mandates, and (2) those within the purview of the decision-making processes within the University; and

WHEREAS, revisions required to ensure that the University is in compliance with state policies and mandates, and that do not require a decision by University personnel, will be effected through an administrative update, with faculty being informed of the change and the reasons for it; and

WHEREAS, revisions within the purview of the decision-making processes in the University Internal Governance system will be considered by appropriate committees as defined by the Internal Governance system. Proposals for changes will be made in the form of text intended to replace a portion of the Teaching and Research Faculty Handbook, noting new language and striking out the old language; and

WHEREAS, it will be the Faculty Senate's responsibility to ensure that the general faculty is provided time and opportunity to review the proposed change so faculty can communicate with their senators prior to any action by the Faculty Senate; and

WHEREAS, the Faculty Senate's recommendations on proposed revisions to the Teaching and Research Faculty Handbook will be forwarded to and approved by the President. The Provost will forward the Faculty Senate's recommendations to the Academic Excellence and Research Committee who will in turn make recommendations to the member of the full Board of Visitors;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Visitors of Radford University hereby approves in accordance with §5.0 of the *Teaching and Research Faculty Handbook*, **Section 2.8: Class Administration** of the *Teaching and Research Faculty Handbook* as hereby amended. Said sections are to now read as follows (additions are in **red**):

[Motion to Revise the Class Administration Language in the Teaching and Research Faculty Handbook](#)

Referred by: Curriculum Committee

MOTION:

The Faculty Senate recommends the addition of language (red type) and the deletion of language (stricken through) in the second paragraph of section 2.8 Class Administration of the Teaching and Reserach Faculty Handbook (2.8) to read:

Faculty members will inform students, **in writing and in other media if appropriate to the course format**, ~~orally and in writing~~, of their course requirements, attendance, and grading policies during the first week of the semester. ~~Faculty members are responsible for providing some form of feedback regarding grades and/or academic performance prior to each semester's withdrawal date. Athletes, students on probation, readmitted, and/or new students, meaning freshmen and transfer student, must be awarded midterm grades as directed by the Registrar. For other students, such feedback might take the form of a midterm grade, a written or oral progress report, or whatever means the faculty member deems most appropriate.~~ **Faculty members are responsible for submitting mid-semester grades for all students in all undergraduate courses as directed by the registrar.** Students must be provided the opportunity to examine and discuss with their ~~instructor professor~~ **all written** examinations, ~~and other materials, and criteria~~ used in the grading process.

RATIONALE:

The above Handbook language was approved by the Board of Visitors on 2 February 2016 but is not reflected in our current Handbook. On 27 April 2020, the Student Government Association (SGA) approved a motion in support of posting mid-semester grades for undergraduate students. In response, in Motion 20-21.164, Faculty Senate supported this SGA motion and tasked the options, having taken into consideration reservations about the idea expressed by faculty members, and having received feedback from professional advisers, the Curriculum Committee believes that the best option is to require posting mid-semester grades for all students in all undergraduate courses.

RADFORD UNIVERSITY ACADEMIC EXCELLENCE AND RESEARCH COMMITTEE
April 28, 2022

**RESOLUTION TO AMEND THE
TEACHING AND RESEARCH FACULTY HANDBOOK**

WHEREAS, all proposed changes to the *Teaching and Research Faculty Handbook* must be managed in accord with §5.0 of that handbook; and

WHEREAS, the authority to amend or revise the Faculty Handbook lies with the Board of Visitors. However, proposals for revising the Handbook may be initiated by faculty, administrators, the President, or members of the Board of Visitors. Revisions fall into two categories: (1) those required to ensure that the University is in compliance with state policies and mandates, and (2) those within the purview of the decision-making processes within the University; and

WHEREAS, revisions required to ensure that the University is in compliance with state policies and mandates, and that do not require a decision by University personnel, will be effected through an administrative update, with faculty being informed of the change and the reasons for it; and

WHEREAS, revisions within the purview of the decision-making processes in the University Internal Governance system will be considered by appropriate committees as defined by the Internal Governance system. Proposals for changes will be made in the form of text intended to replace a portion of the Teaching and Research Faculty Handbook, noting new language and striking out the old language; and

WHEREAS, it will be the Faculty Senate's responsibility to ensure that the general faculty is provided time and opportunity to review the proposed change so faculty can communicate with their senators prior to any action by the Faculty Senate; and

WHEREAS, the Faculty Senate's recommendations on proposed revisions to the Teaching and Research Faculty Handbook will be forwarded to and approved by the President. The Provost will forward the Faculty Senate's recommendations to the Academic Excellence and Research Committee who will in turn make recommendations to the member of the full Board of Visitors;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Visitors of Radford University hereby approves in accordance with §5.0 of the *Teaching and Research Faculty Handbook*, **Section 4.2.3.5: Department Curriculum Committee** of the *Teaching and Research Faculty Handbook* as hereby amended. Said sections are to now read as follows (additions are in **red**):

[Motion to Revise the Department Curriculum Committee Language in the Teaching and Research Faculty Handbook](#)

Referred by: Curriculum Committee

MOTION:

The Faculty Senate recommends the addition of language (red type) in the first paragraph of section 4.2.3.5 Department Curriculum Committee of the Teaching and Research Faculty Handbook (4.2.3.5) to read:

This body reviews and makes recommendations to the department on course and curriculum proposals and revisions in the major and minor academic programs in the department. This body also reviews reports on assessments of student learning, considers the curricular implications of such reports, and shares recommendations for curricular improvements with all the teaching faculty in the department or school. Departments and schools that have formal assessment committees or functionally equivalent committees can assign this role to those committees instead.

RATIONALE:

SACSCOC requires policy and ongoing documentation of how faculty regularly review, analyze, and act upon programmatic assessment data and results as necessary. In response to this requirement, this motion would increase the likelihood that action is taken based on assessment results by adding it as a formal responsibility in the faculty handbook.

RADFORD UNIVERSITY ACADEMIC EXCELLENCE AND RESEARCH COMMITTEE
April 28, 2022

**RESOLUTION TO AMEND THE
TEACHING AND RESEARCH FACULTY HANDBOOK**

WHEREAS, all proposed changes to the *Teaching and Research Faculty Handbook* must be managed in accord with §5.0 of that handbook; and

WHEREAS, the authority to amend or revise the Faculty Handbook lies with the Board of Visitors. However, proposals for revising the Handbook may be initiated by faculty, administrators, the President, or members of the Board of Visitors. Revisions fall into two categories: (1) those required to ensure that the University is in compliance with state policies and mandates, and (2) those within the purview of the decision-making processes within the University; and

WHEREAS, revisions required to ensure that the University is in compliance with state policies and mandates, and that do not require a decision by University personnel, will be effected through an administrative update, with faculty being informed of the change and the reasons for it; and

WHEREAS, revisions within the purview of the decision-making processes in the University Internal Governance system will be considered by appropriate committees as defined by the Internal Governance system. Proposals for changes will be made in the form of text intended to replace a portion of the Teaching and Research Faculty Handbook, noting new language and striking out the old language; and

WHEREAS, it will be the Faculty Senate’s responsibility to ensure that the general faculty is provided time and opportunity to review the proposed change so faculty can communicate with their senators prior to any action by the Faculty Senate; and

WHEREAS, the Faculty Senate’s recommendations on proposed revisions to the Teaching and Research Faculty Handbook will be forwarded to and approved by the President. The Provost will forward the Faculty Senate’s recommendations to the Academic Excellence and Research Committee who will in turn make recommendations to the member of the full Board of Visitors;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Visitors of Radford University hereby approves in accordance with §5.0 of the *Teaching and Research Faculty Handbook*, **Section 1.12.2.6: Parental Leave** to be added to the *Teaching and Research Faculty Handbook* under the section 1.12.2 Personal Leave. Said section as follows (in **red**):

[Motion to Add the Parental Leave Language to the Teaching and Research Faculty Handbook](#)

Referred by: Faculty Issues Committee

MOTION:

The Faculty Senate recommends the addition of section **1.12.2.6 (red type)** to the Teaching and Research Faculty Handbook to read:

Teaching and Research Faculty members may be eligible for up to eight (8) weeks (320 hours) of paid Parental Leave to be used within six (6) months of the birth/placement of a child for any one or more of the following reasons:

- To give birth to, care for, and bond with a newborn child.
- To care for and bond with a minor child placed with the employee through adoption or foster care or a legal custodial arrangement.
- To supplement reduced income replacement disability benefits following the birth of an infant.

To meet eligibility criteria for Parental Leave, Teaching and Research Faculty members must be eligible for Family and Medical Leave for the same birth/placement. If Parental Leave at Radford University is available to both parents and both meet eligibility criteria, each is entitled to up to 320 hours of Parental Leave. Eligibility determinations are made as of the date that the child is born or placed via adoption or foster or custodial care. A Teaching and Research Faculty member who is not eligible for Parental Leave on the date of the birth or placement may become eligible during the following six (6) months and access Parental Leave once the Teaching and Research Faculty member meets eligibility requirements.

Parental Leave shall be in addition to other leave benefits available to Teaching and Research Faculty members, including Sick Leave, Annual Leave, and Family Medical Leave and shall not be counted against leave under such programs. Parental Leave shall run concurrently with any leave provided to an eligible Teaching and Research Faculty member under the Family and Medical Leave Act. Parental Leave may run concurrently or sequentially with leave provided under the Virginia Sickness and Disability Program if a Teaching and Research Faculty member is eligible for such leave.

Parental Leave may be taken in one continuous period of time or intermittently subject to supervisor approval. The 320 hours of Parental Leave may be used only once per child and only once within a twelve (12) month period.

Teaching and Research Faculty members should submit a written request for Parental Leave at least thirty (30) calendar days prior to the anticipated leave begin date or as soon as practicable to the Department of Human Resources and the immediate supervisor. Teaching and Research Faculty members must comply with Radford University leave request procedures, absent unusual circumstances. Failure to do so may be grounds for delaying or denying a Teaching and Research Faculty member's approval for Parental Leave.

The Department of Human Resources may require a Teaching and Research Faculty member to show documentation of the birth or placement in order to approve Parental Leave. Official documents for consideration include, but not limited to: a report of birth, a birth certificate, an order of parentage, an adoption order, certified DNA test results, a custody order, and a foster care placement agreement. Documents provided should show date of birth and date of placement, if placement was other than the date of birth.

Parental Leave provided to Teaching and Research Faculty members terminates upon separation from employment with Radford University, if a Teaching and Research Faculty member transfers to a non-covered position, or at the conclusion of the foster or custodial care placement or within six (6) months of the birth/placement, whichever comes first. Upon termination, unused Parental Leave is not compensable to a Teaching and Research Faculty member.

Teaching and Research Faculty members should consult with the Department of Human Resources in advance of requesting Parental Leave for additional information regarding applicability and usage.

RATIONALE:

The Teaching and Research Faculty Handbook requires updating to incorporate Parental Leave language for Teaching and Research Faculty consistent with the Virginia Code § 2.2-1210 and Virginia Department of Human Resource Management Policy 4.21. Parental Leave establishes paid parental leave, to eligible employees, that recognizes the benefits to employees and their families of meaningful bonding time upon the birth or placement of a child. The paid Parental Leave Policy is in addition to other leave benefits available to Commonwealth employees, such as Virginia Sickness and Disability Program leave (VSDP), sick leave, annual leave, and leave under the federal Family Medical Leave Act (29 U.S.C. § 2601-2654).

The Parental Leave revision to the Teaching and Research Faculty Handbook is now being submitted to the Board of Visitors for consideration and final approval. Faculty Senate has recommended the revision, legal counsel has reviewed the revision, and the President's Cabinet has approved the revision.

RADFORD UNIVERSITY ACADEMIC EXCELLENCE AND RESEARCH COMMITTEE
April 28, 2022

**RESOLUTION TO AMEND THE
TEACHING AND RESEARCH FACULTY HANDBOOK**

WHEREAS, all proposed changes to the *Teaching and Research Faculty Handbook* must be managed in accord with §5.0 of that handbook; and

WHEREAS, the authority to amend or revise the Faculty Handbook lies with the Board of Visitors. However, proposals for revising the Handbook may be initiated by faculty, administrators, the President, or members of the Board of Visitors. Revisions fall into two categories: (1) those required to ensure that the University is in compliance with state policies and mandates, and (2) those within the purview of the decision-making processes within the University; and

WHEREAS, revisions required to ensure that the University is in compliance with state policies and mandates, and that do not require a decision by University personnel, will be effected through an administrative update, with faculty being informed of the change and the reasons for it; and

WHEREAS, revisions within the purview of the decision-making processes in the University Internal Governance system will be considered by appropriate committees as defined by the Internal Governance system. Proposals for changes will be made in the form of text intended to replace a portion of the Teaching and Research Faculty Handbook, noting new language and striking out the old language; and

WHEREAS, it will be the Faculty Senate's responsibility to ensure that the general faculty is provided time and opportunity to review the proposed change so faculty can communicate with their senators prior to any action by the Faculty Senate; and

WHEREAS, the Faculty Senate's recommendations on proposed revisions to the Teaching and Research Faculty Handbook will be forwarded to and approved by the President. The Provost will forward the Faculty Senate's recommendations to the Academic Excellence and Research Committee who will in turn make recommendations to the member of the full Board of Visitors;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Visitors of Radford University hereby approves in accordance with §5.0 of the *Teaching and Research Faculty Handbook*, **Section 1.2.3: Emeritus Faculty** of the *Teaching and Research Faculty Handbook* as hereby amended. Said sections are to now read as follows (additions are in **red**):

[Motion to Revise the Emeritus Faculty Language in the Teaching and Research Faculty Handbook](#)

Referred by: Faculty Issues Committee

MOTION:

The Faculty Senate recommends the addition of language (red type) and the deletion of language (stricken through) in section 1.2.3 Emeritus Faculty of the Teaching and Research Faculty Handbook (1.2.3) to read:

Based on recommendations from the Department Personnel Committee, the Department Chair, the College/School Dean, and the Provost, the President may make recommendations to the Board of Visitors regarding the award of Emeritus status to retiring tenured and Special Purpose faculty who meet the following criteria: a minimum of ten years of service to Radford University, including documented years of service to Jefferson College of Health Sciences evidence of effective teaching; and significant professional contributions and annual faculty evaluations predominantly ranked as “exceeds expectations.” The following privileges and responsibilities, available to regular faculty, shall also be granted with attached to Emeritus status: include the use of the library, use of those faculty athletic facilities available to regular faculty, use of a university computer account, a Radford University identification card and special event discounts available with it, the ability to purchase meal plans, and attendance at University functions that are open to all regular faculty.

RATIONALE:

This motion expands recommending awarding Emeritus status to all full-time faculty (tenured and special purpose). As “evidence of effective teaching and significant professional contributions” are part of the annual faculty evaluation for tenured faculty, streamlining this language would make the criteria the same for both tenured and special purpose faculty. One privilege is added, the ability to purchase meal plans.

**RADFORD UNIVERSITY ACADEMIC EXCELLENCE AND RESEARCH COMMITTEE
APRIL 28, 2022**

**RESOLUTION FOR DISCONTINUANCE OF THE
POST-BACCALAUREATE CERTIFICATE IN BIOETHICS**

WHEREAS, the Artis College of Science and Technology (ACSAT) at Radford University proposes to discontinue the Post-Baccalaureate Certificate in Bioethics; and

WHEREAS, the purpose of the certificate was to provide students with the ethical competency needed for ensuring patient safety, building community trust, and supporting best practices in the expanding fields of healthcare, medicine and biomedical research; and

WHEREAS, the Post-Baccalaureate Certificate in Bioethics was initiated in 2014;

HOWEVER, the availability of this certificate and the curriculum did not attract many students since 2014, only four students have enrolled for the certificate and no students have completed the certificate;

NOW, THEREFORE, BE IT RESOLVED, a decision has been made to discontinue the certificate and remove it from the Radford University degree inventory; and it is further

RESOLVED, that the President and/or his designee(s) are hereby authorized to submit any and all documentation that may be required to receive approval of the discontinuance of the program to the State Council of Higher Education for Virginia (SCHEV) and the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC).

Proposed Intent to Discontinue

Radford University is proposing the discontinuance of the Post-Baccalaureate Certificate in Bioethics (CIP code: 51.3201). The certificate is located in the Artis College of Science and Technology.

Background

The Post-Baccalaureate Certificate in Bioethics was initiated in 2014. The availability of this certificate and the curriculum however did not attract many students. A total of four students enrolled in the program since it was initiated. In spring 2020, faculty members along with the College's administration discussed options. It was determined that the certificate program be discontinued.

Rationale for Intent to Discontinue

The purpose of the Post-Baccalaureate Certificate in Bioethics was to provide students with the ethical competency needed for ensuring patient safety, building community trust, and supporting best practices in the expanding fields of healthcare, medicine and biomedical research. One student enrolled spring 2015, one fall 2016 and two spring 2017. No student completed the program. This indicates that the certificate is no longer desirable for students at Radford University.

Critical Shortage

The program is not in a critical shortage area.

Teach-out Plan

No students are enrolled in the Bioethics certificate program. A teach-out plan is not needed.

“Stopped Out” Students

Institutional records indicate that four students have “stopped out” of the certificate program. No plan is needed to notify students.

**RADFORD UNIVERSITY ACADEMIC EXCELLENCE AND RESEARCH COMMITTEE
APRIL 28, 2022**

**RESOLUTION FOR DISCONTINUANCE OF THE
SURGICAL TECHNOLOGY A.A.S. PROGRAM**

WHEREAS, the Waldron College of Health and Human Services (WCHHS) at Radford University / Radford University Carilion proposes to discontinue the Surgical Technology, A.A.S program; and

WHEREAS, the purpose of the program was to develop surgical technologists for the workforce; and

WHEREAS, the Surgical Technology Program (SURT) is a degreed program that transitioned with other programs from Jefferson College of Health Sciences (JCHS) on July 1, 2019 to Radford University Carilion;

HOWEVER, Radford University does not hold the responsibility or regional accreditation for A.S. or A.A.S. education. Provisional accreditation was given by SACSCOC to allow time for this program to transition to a local community college;

NOW, THEREFORE, BE IT RESOLVED, with the transition concluding Summer 2022, a decision has been made to discontinue the program and remove it from the Radford University degree inventory; and it is further

RESOLVED, that the President and/or his designee(s) are hereby authorized to submit any and all documentation that may be required to receive approval of the discontinuance of the program to the State Council of Higher Education for Virginia (SCHEV) and the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC).

Proposed Intent to Discontinue

Radford University / Radford University Carilion requests to discontinue the Associate of Applied Science in Surgical Technology (CIP Code – 51.0909). The degree program is located in Waldron College of Health and Human Services and located at Radford University Carilion, 101 Elm Ave, Roanoke VA, 24018.

Background

The Surgical Technology Program (SURT) is a degreed program that transitioned with other programs from Jefferson College of Health Sciences (JCHS) on July 1, 2019 to Radford University Carilion. The program was approved by SCHEV at that time. The purpose of the program is to develop surgical technologists for the workforce.

Rationale for Intent to Discontinue

Prior to and after the conversion of JCHS to Radford University, a transition plan to move the remaining A.A.S. degrees to Virginia Western Community College (VWCC) was formed and then initiated. Multiple meetings related to the transition of the SURT program to VWCC have occurred and will continue. This program is discontinuing from being offered at Radford University and is being established with a slightly different curricular model (based on the other VCCS schools) at VWCC in July 2022. VWCC will “teach out” the current curricular model for current enrolled students and then implement their new curriculum for incoming students in the Fall 2022. VWCC has contacted SCHEV for approval and has submitted all necessary curricular paperwork.

Radford University does not hold the responsibility or regional accreditation for A.S. or A.A.S. education. Provisional accreditation was given by SACSCOC to allow time for this program to transition to a local community college. This transition is occurring during that provisional accreditation period. The program transitioning will not decrease number of graduating technologists.

Critical Shortage

The program is not in a teaching critical shortage area, and the program will transition to VWCC and continue producing graduates.

Teach-out Plan

Students are currently enrolled within the program within two respected cohorts (“first year” and “second year”). The current second year students will graduate from Radford University in May 2022. The first-year students will continue at VWCC under the same current Radford University curriculum until graduation in May 2023. VWCC has contingency plans to address any of these student(s) that fall out of the current curriculum between now and May 2023. Faculty are aware of the closure and have all been hired at VWCC which will ensure consistency of education. The faculty positions remained intact with the individuals staying within their respective roles.

“Stopped Out” Students

There are no students currently “stopped out.” All students have been notified of the transition to VWCC. The current second year students will graduate from Radford University in May 2022. If a second-year student “stops-out” they may repeat coursework at VWCC next year. The first-year students will continue at VWCC under the same current Radford University curriculum until graduation in May 2023. VWCC has contingency plans to address any of these student(s) that fall out of the current curriculum between now and May 2023.

**RADFORD UNIVERSITY ACADEMIC EXCELLENCE AND RESEARCH COMMITTEE
APRIL 28, 2022**

**RESOLUTION TO CHANGE THE NAME OF THE COLLEGE OF GRADUATE
STUDIES AND RESEARCH TO THE COLLEGE OF GRADUATE STUDIES**

WHEREAS, with the recent reorganization of Academic Affairs in early January 2022, oversight of the Research Compliance Office and the Office of Sponsored Programs and Grants Management have been reassigned from College of Graduate Studies and Research to the Associate Provost for Research, Faculty Success and Strategic Initiatives; and

WHEREAS, renaming the College as the College of Graduate Studies parallels Radford University's recent elevation in Carnegie Classification status from a Master's College and University to a Doctoral/Professional University (D/PU) in which professional degrees are specified in the classification title; and

WHEREAS, the College's primary mission at this time is focused on graduate recruitment, admissions and academically related functions for administration of graduate programs; and

WHEREAS, renaming the College would more accurately reflect the current mission of the College and eliminate confusion regarding where the offices reside organizationally within the university;

NOW, THEREFORE, BE IT RESOLVED, to change the name of the College of Graduate Studies and Research to the College of Graduate Studies;

BE IT FURTHER RESOLVED, that the President and/or designee(s) are hereby authorized to submit any and all documentation that may be required to receive approval of the name change to the State Council of Higher Education for Virginia (SCHEV) and the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC).

End of Board of Visitors Materials

