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
  o 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-Falkingham
Dr. Kurt Gingrich, (Non-Voting Faculty Advisory Representative)
Student Perspectives: Undergraduate Research and Inquiry

Joe Wirgau
Director of OURS

Leah Ellis
Student Researcher
Undergraduate Research Experiences

Students in Elevate Research Classes

<table>
<thead>
<tr>
<th>Grade</th>
<th>Elevate (N = 881)</th>
<th>Control (N = 2960)</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>43.0 %</td>
<td>41.7 %</td>
</tr>
<tr>
<td>B</td>
<td>27.3 %</td>
<td>23.1 %</td>
</tr>
<tr>
<td>C</td>
<td>13.6 %</td>
<td>13.9 %</td>
</tr>
<tr>
<td>D</td>
<td>4.1 %</td>
<td>5.5 %</td>
</tr>
<tr>
<td>F</td>
<td>7.3 %</td>
<td>10.1 %</td>
</tr>
<tr>
<td>W</td>
<td>4.8 %</td>
<td>5.7 %</td>
</tr>
</tbody>
</table>

New Freshmen Retention

<table>
<thead>
<tr>
<th>Year</th>
<th>New Freshmen Retention When enrolled in a CURE</th>
<th>Retention of all other New Freshmen</th>
</tr>
</thead>
<tbody>
<tr>
<td>2021AY</td>
<td>68.6 %</td>
<td>64.4 %</td>
</tr>
<tr>
<td>2022AY</td>
<td>69.0 %</td>
<td>67.4 %</td>
</tr>
</tbody>
</table>

Unique Undergraduates Supported by OURS
Undergraduate Research Experiences

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

Transformative
Leah Ellis
Radford University Student
Nutrition and Dietetics ’25

Radford University Acceptance

SURF Summer 2022

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

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

Part-time Research Assistant 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
Summer Undergraduate Research Foundation (SURF)
Translational Obesity Undergraduate Research Scholars Program (TOURS)
Research Assistant Position at VT
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
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.
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

Academic Affairs:
Provoast, Deans, Associate/Assistant Provosts/Registrar

Community Members

Students
Prospective, Undergraduates, Graduate, Certificate, CBE

Radford Academic Staff
Faculty, Administrators, Classified

Enrollment Management
Emerti Faculty
All Radford Staff
President and Cabinet
Board of Visitors
Commonwealth of Virginia

Businesses (Radford and Roanoke)
Non Profits
Local/Regional Governments

Employers
Neighbors

K-12 Schools
Community Colleges
Virginia 4 year Universities
Health Care

Alumni
Parents and Families
Faculty Headcount 2012-2022

<table>
<thead>
<tr>
<th>Year</th>
<th>Full-Time Temporary</th>
<th>Non-Tenure Track</th>
<th>Tenure Track</th>
<th>Tenured</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>58</td>
<td>241</td>
<td>21</td>
<td>106</td>
</tr>
<tr>
<td>2013</td>
<td>60</td>
<td>259</td>
<td>21</td>
<td>106</td>
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<tr>
<td>2014</td>
<td>59</td>
<td>261</td>
<td>21</td>
<td>103</td>
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<tr>
<td>2015</td>
<td>63</td>
<td>249</td>
<td>26</td>
<td>117</td>
</tr>
<tr>
<td>2016</td>
<td>67</td>
<td>261</td>
<td>28</td>
<td>113</td>
</tr>
<tr>
<td>2017</td>
<td>66</td>
<td>267</td>
<td>19</td>
<td>108</td>
</tr>
<tr>
<td>2018</td>
<td>71</td>
<td>261</td>
<td>19</td>
<td>112</td>
</tr>
<tr>
<td>2019</td>
<td>123</td>
<td>127</td>
<td>13</td>
<td>127</td>
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<tr>
<td>2020</td>
<td>117</td>
<td>108</td>
<td>23</td>
<td>108</td>
</tr>
<tr>
<td>2021</td>
<td>113</td>
<td>107</td>
<td>11</td>
<td>107</td>
</tr>
<tr>
<td>2022</td>
<td>116</td>
<td>97</td>
<td>16</td>
<td>97</td>
</tr>
</tbody>
</table>

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

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

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

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<tr>
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<th>Baseline</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Every student graduates career-ready with at least one high-impact experience</td>
<td>Centralized support for career-ready and experiential education; Applied Learning (L) required in every major</td>
<td>National Survey of Student Engagement, intuitional data</td>
<td>72% of seniors participated in either research with faculty or internships</td>
<td>80% for 2026 graduates; 100% for 2030 graduates</td>
</tr>
<tr>
<td>Campus constituents will build skills and dispositions for constructive dialogue across perspectives and differences</td>
<td>Use the Civil Discourse and Freedom of Expression Task Force recommendations to enhance campus climate</td>
<td>National Survey of Student Engagement, intuitional data</td>
<td>63% of FTIC self-identify as having ability to “participate in a constructive dialogue with someone who disagrees with you”</td>
<td>75% for 24-25 FTIC</td>
</tr>
</tbody>
</table>
### Strategic Goal 2: Stabilize enrollment through increased student matriculation and reduced attrition

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

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

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<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Radford students/alumni complete graduate degrees at Radford University</td>
<td>Create bachelor’s → Graduate pathways for each master’s and doctoral program</td>
<td>Number of pathways developed; number of UG alumni entering Radford graduate programs</td>
<td><em>Awaiting data</em></td>
<td>100% of eligible master’s and doctoral programs have Radford pathway</td>
</tr>
<tr>
<td>Consortium agreement between Radford and Virginia Tech</td>
<td>MOU in discussion</td>
<td>Number of Radford and VT students exchanged</td>
<td><em>Awaiting data</em></td>
<td>100 students exchanged between institutions in 2024-2025</td>
</tr>
<tr>
<td>Radford students will have preferential admission to graduate programs at VA R1s</td>
<td>Develop MOUs between VT, GMU for guaranteed/accelerated admission to programs not offered at Radford</td>
<td>Number of MOUs; Radford Clearinghouse data on graduate programs</td>
<td><em>MOU inventory in process, Clearinghouse data being analyzed</em></td>
<td>10 MOUs per institution; <em>Clearinghouse target TBD</em></td>
</tr>
</tbody>
</table>
### Strategic Goal 3: Streamline Academic Affairs to increase efficiency and effectiveness

<table>
<thead>
<tr>
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<th>Baseline</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Defined and intentional catalog of programs that are distinctive to Radford</td>
<td>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</td>
<td>Radford University catalog</td>
<td>Current array of programs</td>
<td>Academic programs identified and process in place to align existing curriculum by June 2023, program updates completed June 2024</td>
</tr>
<tr>
<td>Permanent Academic Affairs Leadership Council with realigned duties</td>
<td>Assessment of roles underway, 2 interim dean searches completed</td>
<td>Organizational chart, number of vacancies</td>
<td>4 interim deans, 1 interim associate provost, 2 assistant/associate provost vacancies</td>
<td>Re-aligned and fully staffed provost team by Jan 2024, all permanent deans by June 2025</td>
</tr>
<tr>
<td>Expected Outcome</td>
<td>Strategies</td>
<td>Measure</td>
<td>Baseline</td>
<td>Target</td>
</tr>
<tr>
<td>------------------</td>
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</tr>
<tr>
<td>Intentional program placement at all sites (RU, RUC/RHEC, SWHEC, Selu, +)</td>
<td>Distinctive program assessment; Brightspot consultation; RHEC planning</td>
<td>Catalog of courses and programs offered in each site</td>
<td>Assessment in progress, some duplication and some gaps in availability</td>
<td>Efficient and effective deployment of students, faculty, and resources aligned with enhanced place-based programs</td>
</tr>
<tr>
<td>Faculty and staff aligned with academic program and student needs, based on Academic Affairs mission and Radford’s distinctive portfolio of programs and experiences</td>
<td>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</td>
<td>Faculty: Student ratios per college and program; total number of faculty in each category; budget spent on adjuncts and overload; develop consistent measurement for faculty workload and reassignment</td>
<td>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</td>
<td>15 students per faculty (2026); 80% tenure-line faculty (2026); reduce adjunct and overload by $1M (2026)</td>
</tr>
</tbody>
</table>
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
Additional Conversation

Dr. Bethany M. Usher
provost@radford.edu
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.
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
Questions?
Minutes

RADFORD UNIVERSITY
Board of Visitors
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 Casteele, 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