

College of Graduate Studies and Research

2018-2023 STRATEGIC PLAN

MISSION

The College of Graduate Studies and Research at Radford University is committed to providing students and faculty with exceptional resources and opportunities in academics, research, and scholarship and to promoting innovation, professional development, applied learning, and the betterment of society.

VISION

The College of Graduate Studies and Research at Radford University empowers students and faculty to prosper both intellectually and professionally, as well as envision, advance, pursue, and accomplish professional learning goals and innovative and ethical scholarly engagement.

COLLEGE PRIORITIES

The College of Graduate Studies and Research prioritizes outcomes that support the university's mission and those that have the greatest potential for positive impact on the institution as a whole. Priority outcomes for the College are (1) growing graduate enrollments, (2) increasing total grant awards, and (3) supporting faculty research, scholarship, and creative activities. These outcomes have the greatest potential for generating new revenues for the institution and for strengthening the reputations of the College and institution overall.

GOAL 1. ENHANCE RADFORD UNIVERSITY'S PARTICIPATION AND PRODUCTIVITY IN FUNDED RESEARCH AND SCHOLARSHIP.

- A. Initiate a Faculty Fellows Program by collaborating within Academic Affairs to provide research-related reassigned time and assistance to faculty in their pursuit of grant funding. (AE 1 and 4)
 - Spring 2019, Dean of the College of Graduate Studies and Research
- B. Identify relevant grant opportunities and develop, coordinate, and deliver technical and advisory services that enhance the competitiveness of research programs and funding proposals. This includes coordinating statistics consulting and editing services. (AE 1 and 4)
 - Fall 2019, Research Development Manager (revamped vacant Proposal Development Manager position)
- C. Organize a series of Professional Development Workshops to enhance faculty and student preparation for developing competitive research and scholarship programs and submitting competitive funding proposals. (AE 1 and 4; SS 1)
 - Fall 2019, Research Development Manager

Items in parentheses following each strategy represent alignment with specific goals in Radford University's 2018-2023 Strategic Plan. AE = Academic Excellence; EDCP = Economic Development and Community Partnerships; PGAE = Philanthropic Giving and Alumni Engagement; SEG = Strategic Enrollment Growth; SS = Student Success; BI = Brand Identity; RPWG = Research Productivity Work Group report

- D. Establish an Early Career Scholars Program that provides peer mentorship and support for junior faculty in the development of research programs, peer-reviewed publications, and funding proposals. (AE 1 and 4)
 - Fall 2019, Research Development Manager
- E. Grow and incentivize multi-disciplinary, multi-institutional, and corporate research partnerships, such as by joining relevant partnership initiatives and by providing seed grants to support the creation of research partnerships aimed at attracting larger grants. As an example, provide seed funding to incentivize Carilion research partnerships. (AE 1-4; EDCP 1)
 - Fall 2018-Ongoing, Dean of the College of Graduate Studies and Research
- F. Centralize administrative support for pre-award and post-award grant-related activities, providing principal investigators with a single point of contact for grant administration. (RPWG Report)
 - Fall 2017-Ongoing, Director of Sponsored Programs and Grants Management
- G. Centralize administrative support and oversight of internal grants. (RPWG Report)
 - Fall 2019, Director of Sponsored Programs and Grants Management, via a Grants Specialist position
- H. Advise principal investigators to include funding for postdoc and graduate assistants in grant program proposal budgets to enhance research and scholarship productivity. (AE 4; SS 1)
 - Fall 2018, Director of Sponsored Programs and Grants Management

GOAL 2. CULTIVATE AN ENVIRONMENT CONDUCIVE TO HIGH-QUALITY RESEARCH, SCHOLARSHIP, AND OUTREACH BY FACULTY AND STUDENTS.

- A. Develop a university-wide research database that allows colleagues on and off campus to identify potential collaborators through access to papers, project titles and abstracts. (AE 1-4; EDCP 1)
 - Fall 2019, Research Development Manager, working with Information Technology
- B. Investigate the possibility of varied teaching and service loads for faculty who are more scholarly active than others (e.g. 3-3 teaching load). (AE 1 and 4)
 - Fall 2018, Provost and Deans
- C. Expand the Graduate Research Fellowship (GRF) program to serve the dual outcomes of providing graduate students with intensive research experiences and supporting faculty and their research programs. (AE 1 and 4; SS 1; RPWG)
 - Fall 2018, Dean of the College of Graduate Studies and Research
- D. Continue improving IRB and IACUC protocol submission and protocol review processes by providing more hands-on training for student and faculty researchers and more frequent assessment of the services provided by the Research Compliance Office. (AE 1 and 4; SS 1)
 - Ongoing, Research Compliance Manager
- E. Establish a university-wide Research Committee with a representation similar to that of the Research Productivity Work Group. Task the Committee with providing leadership in the strengthening of a culture of research among faculty and administration at Radford University and the removal of impediments to research. (AE 1-4; SS 1; EDCP 1)
 - Fall 2018, Dean of the College of Graduate Studies and Research (convener)
- F. Collaborate across Colleges and with Facilities in the establishment of a Facilities Emergency Plan for IACUC. (AE 1 and 4; RPWG)

GOAL 3. PREPARE GRADUATE STUDENTS WITH ADVANCED AND APPLIED LEARNING CAPABILITIES FOR PRODUCTIVE PROFESSIONAL AND PERSONAL LIVES.

- A. Facilitate graduate recruitment, graduate admissions, catalog and policy revisions, student support services, and related graduate issues associated with Radford University's merger with Jefferson College of Health Sciences. (AE 2; SS 1; SEG 7)
 - Prior to Fall 2019, Dean and staff of the College of Graduate Studies and Research
- B. Investigate and facilitate graduate curriculum and instructional innovation based upon identified needs, such as expanded online and hybrid options, higher education center offerings, new high demand graduate certificates, stackable certificate and degree program options, competency-based programs, continuing education programs, and multi-institutional or public-private program partnerships. (AE 1-4; EDCP 1; SS 1 and 3)
 - Ongoing, Dean of the College of Graduate Studies and Research
- C. Establish a Graduate Student Success Center that provides dedicated workspaces and meeting spaces, as well as organized programs that support graduate student success and retention, research-related professional development, career planning and development, and other related services. (AE 1 and 4; SS 1-3)
 - Fall 2019, Associate Dean of the College of Graduate Studies and Research
- D. Promote affordability and accessibility by expanding accelerated degree program offerings internally as well as externally and internationally with other colleges and universities. (AE 1; SEG 7; SS 1 and 3)
 - Ongoing, Dean of the College of Graduate Studies and Research

GOAL 4. ENHANCE THE VISIBILITY AND REPUTATION OF GRADUATE STUDIES AT RADFORD UNIVERSITY.

- A. Continue collaborating with University Relations to improve website design and functionality. Continue the migration of graduate program pages to the Graduate College site. (BI 1 and 2)
 - Summer 2017 – Ongoing, University Relations and Dean of the College of Graduate Studies and Research
- B. Develop and utilize an enhanced portfolio of traditional, digital, mobile, web, and social media communication and marketing tools. (SEG 7; BI 1 and 2)
 - Fall 2017 – Ongoing, Director of Graduate Recruitment
- C. Strategically expand the Graduate College Advisory Board and utilize feedback obtained from its members to help drive the College's progress and development. (PGAE 1-3; SEG 7)
 - Fall 2018, Dean of the College of Graduate Studies and Research
- D. Expand communications and build engaged relationships with College constituents, including but not limited to graduate students, faculty, graduate alumni, current and prospective College donors, employers, and community partners. Urge individual graduate programs to invite the Graduate Dean to at least one graduate faculty meeting throughout the academic year to provide graduate faculty with an opportunity to ask questions or to present concerns. (PGAE 1-3; AE 1)
 - Fall 2018, Dean of the College of Graduate Studies and Research
- E. Collaborate with respective college deans in efforts to improve regional and national graduate program and graduate school rankings. (AE 1-3)
 - Spring 2019, Dean of the College of Graduate Studies and Research

- F. Utilize the university-wide research database as well as faculty annual reports to track research outcomes, report outcomes, establish targets, publicize successes, and develop mechanisms to support and incentivize participation in research and scholarship. (AE 1-4; EDCP 1; SS 1)
 - o Fall 2019, Research Development Manager
- G. Network across and beyond campus to keep graduate offerings and graduate recruitment priorities front-of-mind. Continue and expand communications with University Relations, Career and Talent Development, Academic Advising, Undergraduate Admissions, and Alumni Relations, amongst other offices at Radford University and elsewhere. (SEG 7; BI 1)
 - o Fall 2017 – Ongoing, Dean of the College of Graduate Studies and Research

GOAL 5. GROW GRADUATE STUDENT HEADCOUNT ENROLLMENT BY 3% ANNUALLY THROUGH THE 2023-2024 ACADEMIC YEAR.

- A. Expand use of data analytics and targeted marketing to recruit program-specific student audiences from primary feeder institutions and from colleges, universities, and places of employment that align with Radford's graduate curriculum offerings. (SEG 1 and 7)
 - o Fall 2017 – Ongoing, Director of Graduate Recruitment
- B. Expand the use of high-touch recruitment strategies that involve ongoing, personalized face-to-face, electronic, and phone interactions with prospective students at all stages of the recruitment process, from early prospect through active enrollment. (SEG 7)
 - o Fall 2017 – Ongoing, Director of Graduate Recruitment
- C. Improve and expand the use of CollegeNet's Prospect as a customer relations management system and provide additional training and support to graduate program coordinators regarding its capabilities. (SEG 7)
 - o Fall 2017 – Ongoing, Director of Graduate Recruitment and Director of Graduate Admissions
- D. Promote the completion of Radford University graduate coursework during the senior year and as otherwise permitted by specific accelerated degree program options or articulation agreements. (BI 1 and 2; SEG 7)
 - o Fall 2018, Director of Graduate Recruitment
- E. Utilize incentives such as graduate application fee waivers and out-of-state waivers to recruit target audiences. (SEG 7)
 - o Fall 2018, Dean of the College of Graduate Studies and Research with the Provost and the Vice President for Finance and Administration
- F. Strengthen professional relationships with, and recruitment at, historically black colleges and universities to diversify the graduate student body. (AE 1; SEG 7)
 - o Spring 2018 – Ongoing, Director of Graduate Recruitment
- G. Continue to expand the use of online program information sessions and online open house events to foster prospect engagement with the University and our graduate programs. (SEG 7; BI 2)
 - o Fall 2017 – Ongoing, Graduate Recruitment and Retention Specialist
- H. Collaborate with the Provost and Deans to establish graduate recruitment performance expectations, incentives, and support mechanisms for departments and program coordinators. Possible incentives may relate to allocation of recruitment plan funding allocations, awarding of graduate assistantships and fellowships, or enhancements to departmental supplies or travel budgets. (SEG 7)
 - o Fall 2018, Dean of the College of Graduate Studies and Research, with Provost and Deans