

# Academic Excellence and Student Success Committee

December 2024



**Radford**  
UNIVERSITY



**Academic Excellence and Student Success Committee**

**9:45 a.m.\*\***

**December 5, 2024**

**Mary Ann Jennings Hovis Memorial Board Room  
Martin Hall, Third Floor, 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*
  - September 5, 2024
- **Presentation** Dr. Jerel Benton, *Assistant Provost of Student Success*  
Past to Future: Unlocking Success  
Through Retention, Graduation,  
And Career Pathways Mr. Lee Svete, *Director of Career and Talent Development*
- **Academic Affairs Update** Dr. Bethany M. Usher, *Provost and Senior Vice President for Academic Affairs*
  - Points of Pride
  - Two-Year Plan/Mid Semester Update
  - Dean search update
  - Radford University in Roanoke Planning update
- **Informational Item** Dr. Bethany M. Usher, *Provost and*
  - Emeritus Faculty (Attachment A)
- **Recommendations and Action Item**
  - Recommendation to Approve Revisions to the Teaching and Research Faculty Handbook addition of language and deletion of language for **Section 1.3.3: Selection of Deans** (Attachment B)
- **Faculty Senate Update** Dr. Matthew Close, *Faculty Representative to the Board of Visitors*
- **Other Business** Ms. Jeanne Armentrout, *Chair*

- **Adjournment**

Ms. Jeanne Armentrout, *Chair*

**\*\* All start times for committee meetings are approximate. 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

Ms. Betsy D. Beamer, Vice Chair

Mr. Dale Ardizzone

Mr. William C. Davis

Ms. Lisa W. Pompa

Dr. Matt Close, (Non-Voting Faculty Advisory Representative)

# Meeting Materials



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# From Past to Future: Unlocking Success through Retention, Graduation, and Career Pathways

Dr. Jerel Benton, Assistant Provost of Student Success  
jbenton9@radford.edu

Lee Svete, Director of Career & Talent Development  
lsvete@radford.edu

Presented to Academic Affairs and Student Success Committee

December 5, 2024

# Objective/Outline

- Introductions
- Student Success Team/Career & Talent Development Team
- Institutional Goals and Data
  - Retention
  - Work-based Learning/ExL Experiential Learning Pathway
  - Completion Data
  - Future Destination Data
- Strategies & Aspirations

# Introductions

## Jerel Benton

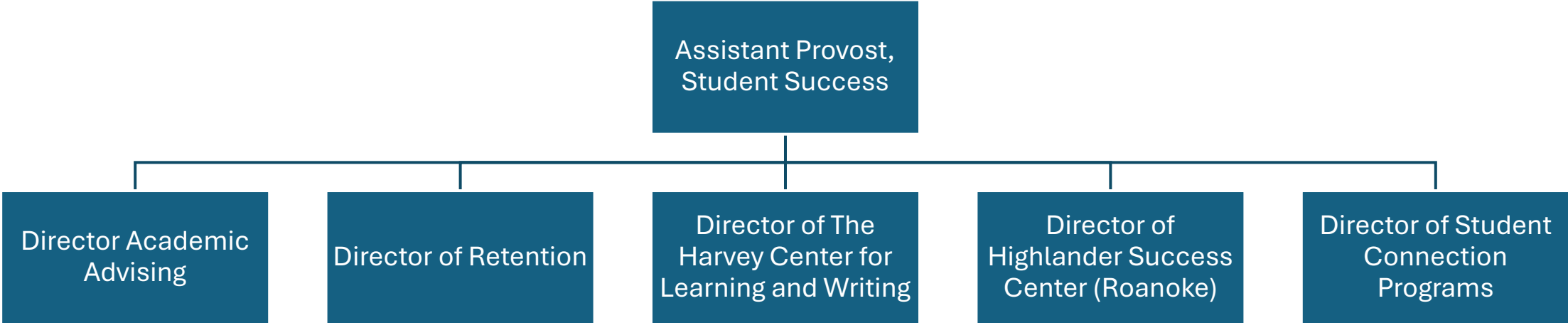
Assistant Provost  
Student Success  
Jbenton9@radford.edu

## Lee Svete

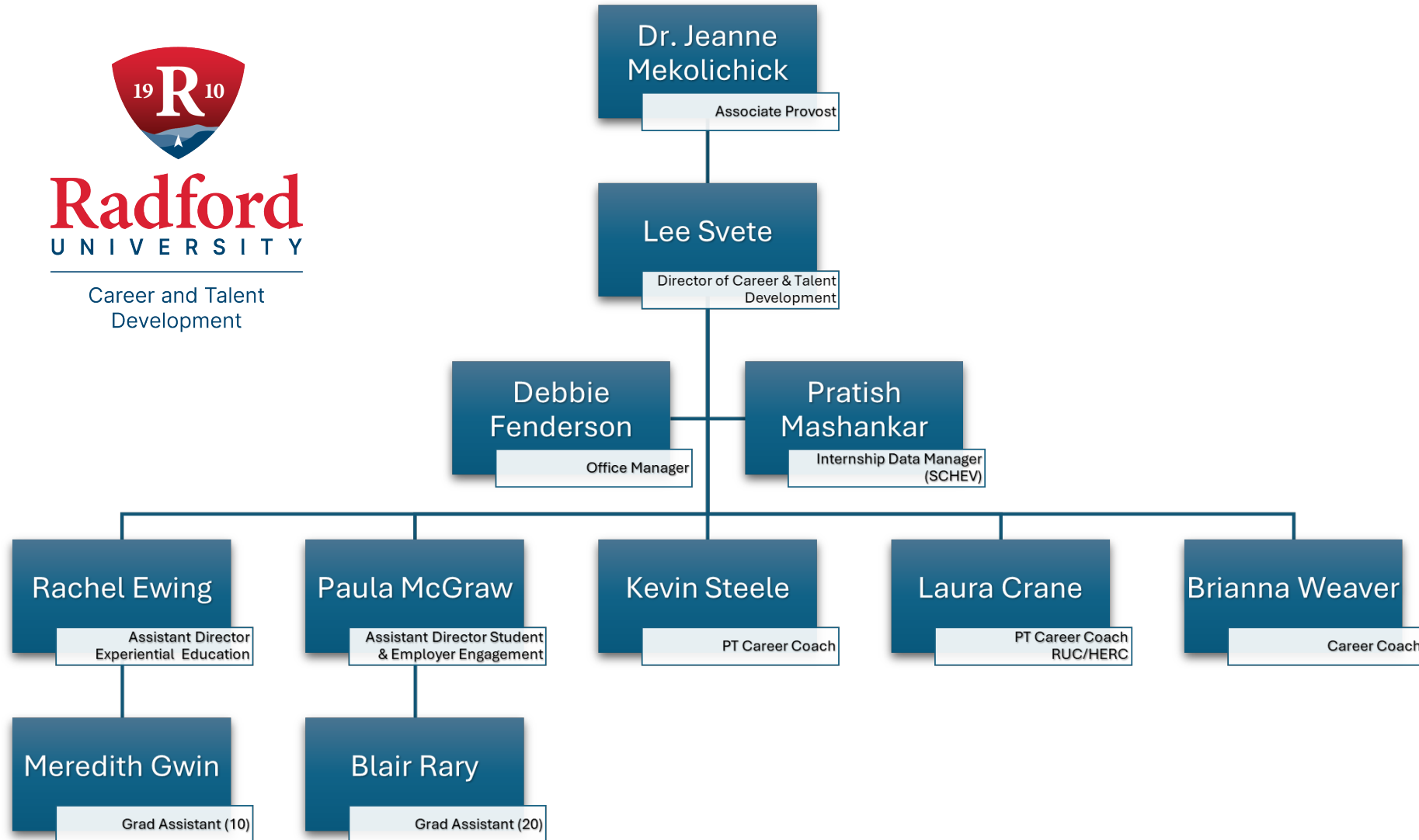
Director  
Center for Career & Talent Development  
lsvete@radford.edu



# Student Success



# Center for Career and Talent Development

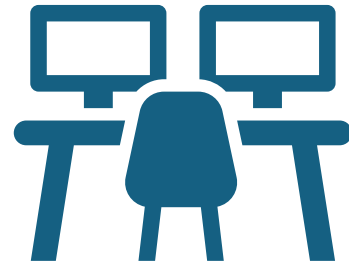


# Top Level Program Goals



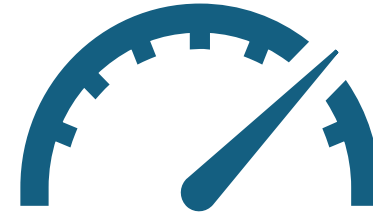
## Retention

80% 1<sup>st</sup> - 2<sup>nd</sup> year  
Retention by 2030



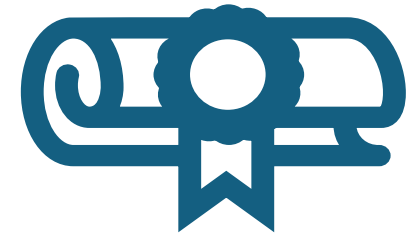
## Experiential Learning

>80% by 2026  
100% by 2030  
At least one experience



## Completion

60% Completion  
by 2030



## Post Graduation Success

>95% Placement Rate of  
Graduates by 2026

# First Time in College (FTIC) 1st - 2nd Year Retention



# ExL Student Experiential Learning Pathway

## Attract

Attract, retain and onboard first year Highlanders. Demonstrate the ROI of a Radford education.

## Explore

Build awareness of experiential learning opportunities and their link to careers. Prepare Highlanders to explore college majors related to their interests and skills.

## Expose

Provide exposure to experiences that link classroom learnings with career competencies and future career pathways.

## Engage

Build skills through scaffolded work-based and experiential learning opportunities.

## Experience

Strengthen technical experience, leadership skills and competencies within the context of a work environment: internships, co-ops, undergraduate research, etc.

## Advance

Integrate skills and work-based learning into a compelling story to support a successful transition from college to career.

**Career & Talent Development**

**Student Success Center**



# Highlander Works Internship Program

## Outcomes - \$84,283 – 28 Students – 6 Colleges



*“Highlander Works changed my life in so many ways! I have learned new skills and gained experiences that have built a unique bridge to my career path, allowing me to climb to success away from hurdles and troubles I thought I would have had to face.”*

Uti Udoeyop '26  
Computer Science

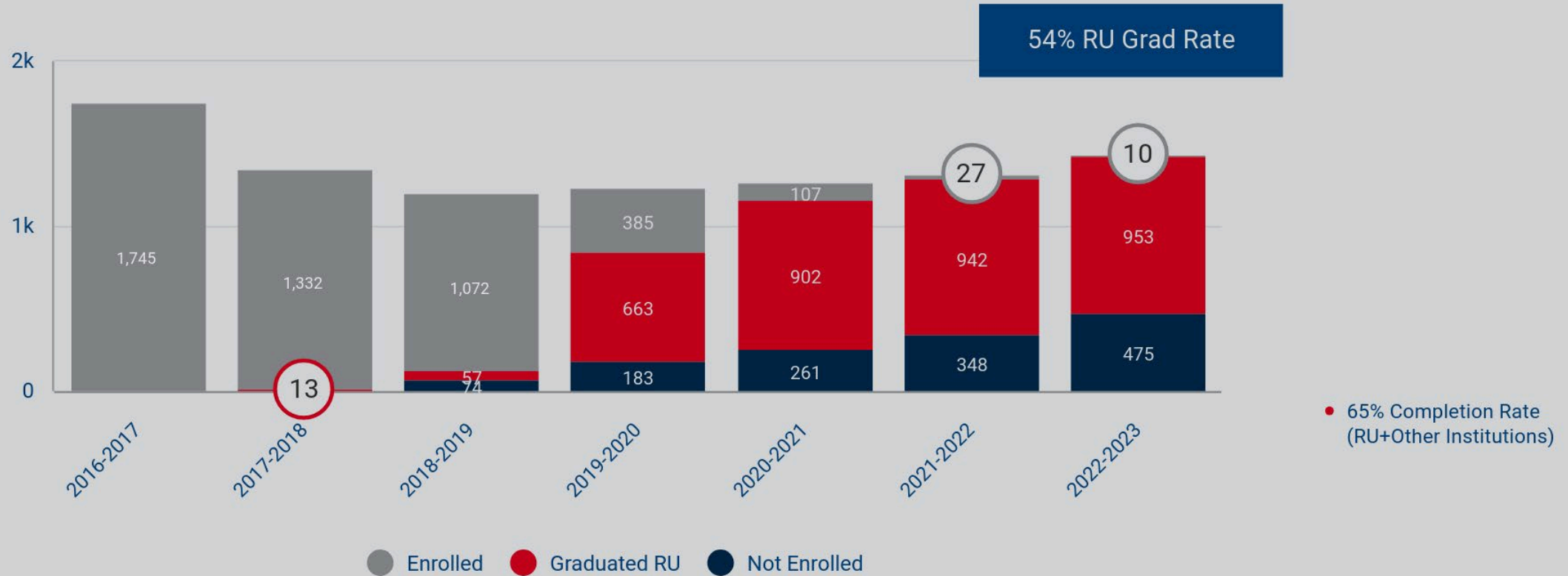


*“The internship experience at OMNIBUILD was a game-changer for my career providing me with valuable experience with researching and reporting on both residential and commercial kitchen designs and construction. The Highlander grant relieved the financial pressure of participating in unpaid internships – I am incredibly grateful to Radford, my faculty advisor and my mentor.”*

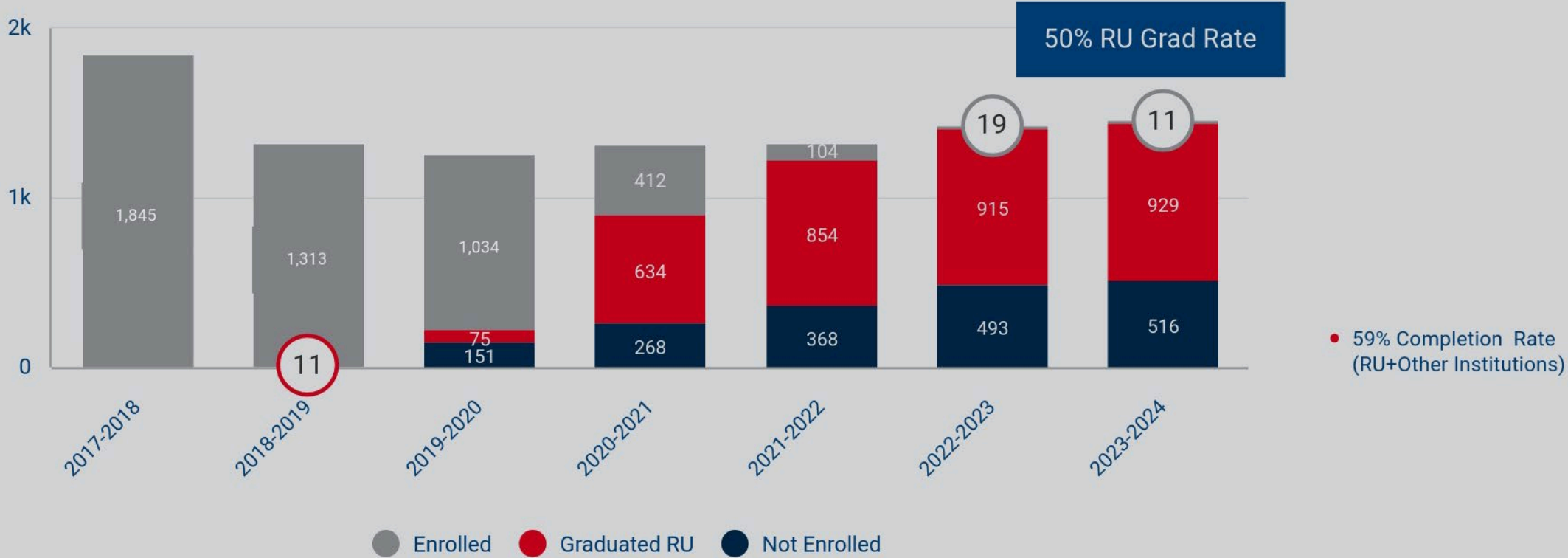
Stephanie Carr '25  
Interior Design



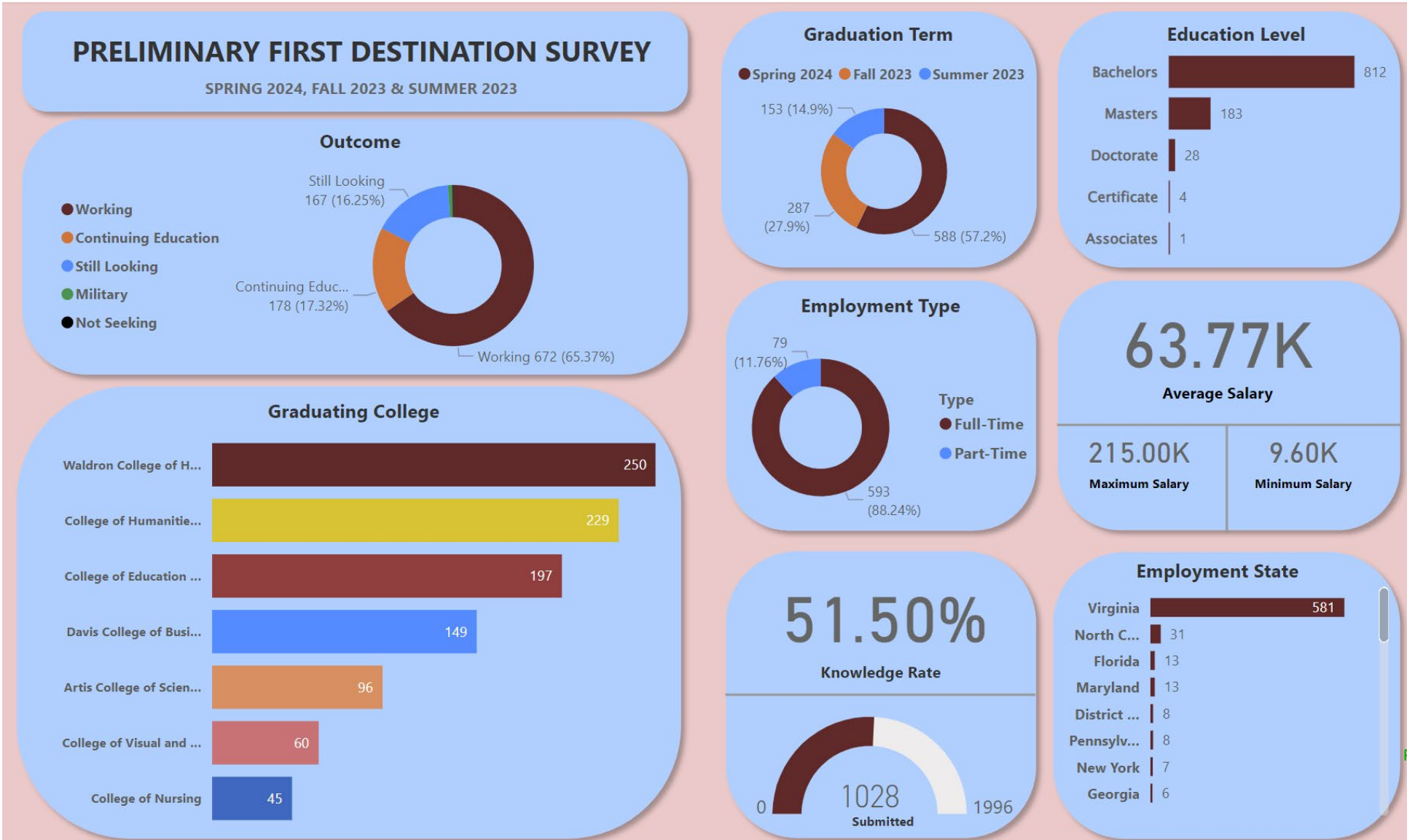
# 2016 FTIC Cohort Survival



# 2017 FTIC Cohort Survival

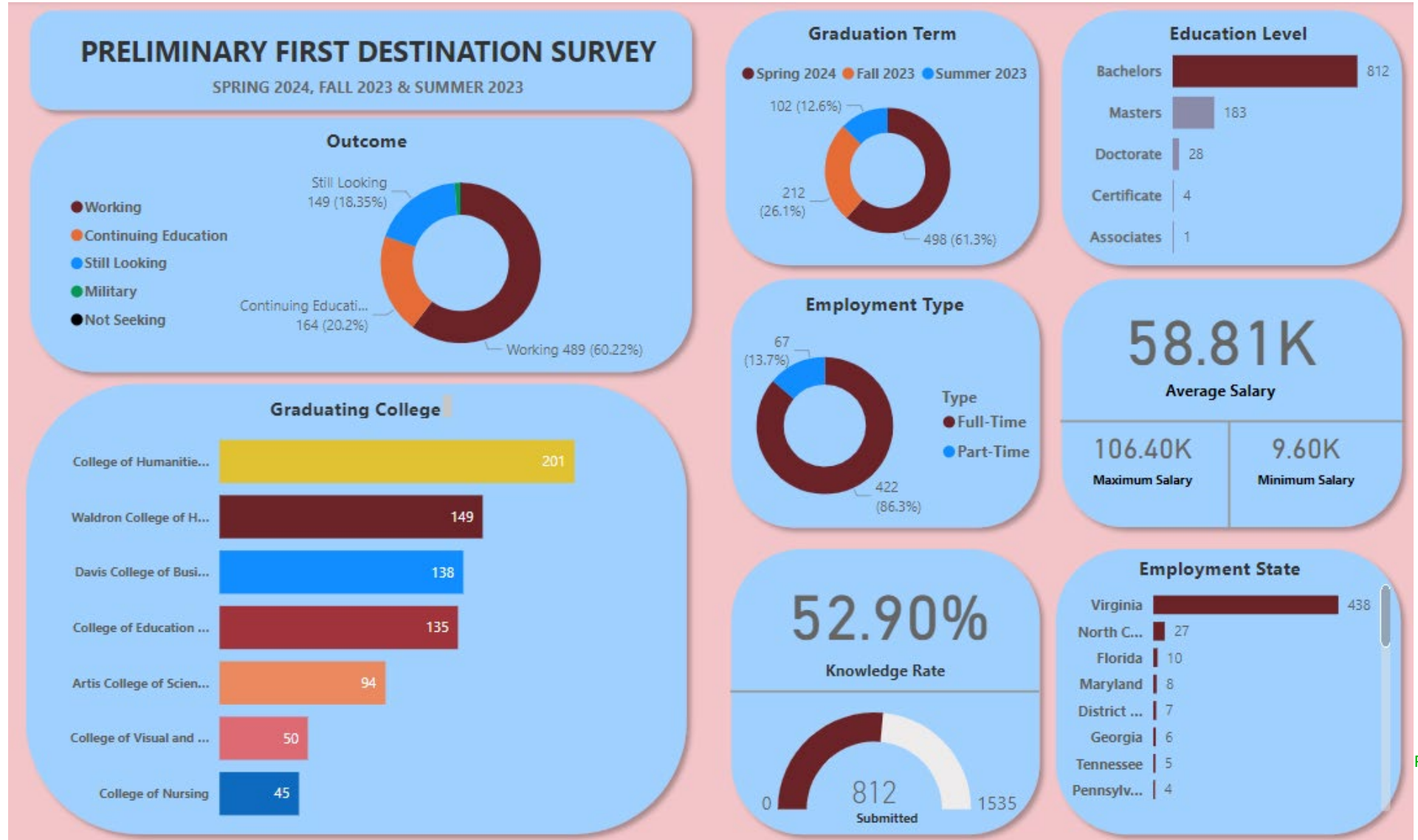


# Preliminary First Destination Survey (Overall 2024)





# Preliminary First Destination Survey (UG 2024)



# Student Success Strategies & Aspirations

- **Retention/Completion Strategy**
  - Student Success Council
    - Leading and Lagging Indicators
    - Cross-Divisional Strategy Development
  - Technology Enabled Student Support
  - Reimagining Student Onboarding and First-Year Experience

# Enhanced Academic Advising

- Streamline Processes and Policy
- Clarify Roles and Responsibilities
- Enhance Academic Advising Support for Juniors and Seniors
- Expand Professional Development Opportunities
- Improve Systems and Technologies



# CCTD Strategies & Aspirations

- **Career Readiness Strategies & Student Outcomes**

- Implement the ExL Experiential Learning Pathway w/early student engagement
  - Increase student engagement from 17% (2024) to > 90% (2026)
  - Ensure that >80% of all students will have participated in at least one experiential learning experience before graduation (2026) and 100% (2030)
  - Align with V-TOP's focus on paid internships
  - Achieve >75% increase recruiting base of employers who target Radford students
- Raise funds to support students' experiential learning with internship stipends, professional attire, housing and travel expenses
  - Leverage the Radford Alumni Network to identify internships and support the Career Readiness Fund established by University Advancement



# Questions

**Dr. Jerel Benton**

Assistant Provost  
Student Success  
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(540) 831-6161



**Lee Svete**

Director  
Center for Career & Talent  
Development  
[lsvete@radford.edu](mailto:lsvete@radford.edu)  
(540) 831-1464

# Academic Affairs Report

## Academic Excellence and Student Success Committee



# Agenda

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- Points of Pride
- Two-Year Plan updates
- Dean search update
- Radford University in Roanoke Planning update
- Notification: Emeritus Faculty
- Voting Item: Teaching and Research Faculty Handbook Revision
- Questions and Conversation

# Academic Points of Pride



# Wicked Fest





Dr. Tay Keong Tan and RU students received international recognition at the United Nations Principles for Responsible Management and Education (UN PRME) Research Conference in Berlin

## Wicked Society Attends PRME Conference

By: *FRANKIE PELLETEIR*

Radford University's Wicked Society was invited to present at the UN Principles for Responsible Management Education (PRME) hosted by the Berlin Institute of Business and Innovation after a previous successful workshop at the 2023 Lisbon PRME Conference. As a member of the research group, I worked with my team, developing our workshop from the ground up. The process of creating the workshop was itself a wonderful and challenging creative outlet, and leading our workshop in a room full of professors and businesspeople and receiving genuine feedback from them was such an uplifting and encouraging experience.

The Wicked Society worked hard for this experience and many Radford University offices helped fund us. It was more than worth it. My time with



*Pictured Dr Keong Tan, Maja Anderson, Caroline Sapp, Rachel Sharrett, Frankie Pelletier, Riley Petroski and Kate Stefanelli at PRIME, Photo Credit: Frankie Pelletier*



# Campus Visitors and Speakers

Lt. Governor Winsome Earle-Sears  
Attorney General Jason Miyares  
Frank Bruni, *The Age of Grievance*



## DIALOGUE ACROSS DIFFERENCES: AN EVENING WITH FRANK BRUNI

Bruni is a New York Times columnist and author of "The Age of Grievance," which explores why Americans are so politically polarized and what we can do about it.



**WEDNESDAY**

➤ 23 OCTOBER

➤ 7:00PM

**ARTIS CENTER**

RECEPTION TO FOLLOW



**Frank Bruni**  
New York Times  
columnist and author

# Points of Pride – Conferences and Publications

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- College of Nursing faculty Carey Cole, Euna Lee, and Marjorie Young presented at the International Nurse Educator Conference in Singapore
- CVPA's Carlee Bradbury presented inside the Tower of London for the Association of Dress Historians conference
- Arctic Geophysics Research Experience is sending 8 current students (who will be joined by two recent alumni) to the 2024 Fall Meeting of the American Geophysical Union
- Recreation, Parks, and Tourism faculty Joshua Carroll presented at Recreation Experience Community Network Conference (and 3 students)



# Points of Pride – Research and Scholarship

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- Office of Sponsored Programs and Grants Management has submitted 22 new external proposal applications totaling \$5.8M.
- Received 21 new awards, with \$2.6 in funding.
  - Dean Tamara Wallace and Darren Minarik: \$1.6M grant from VDOE for the RU Training and Technical Assistance Center
  - Karen Douglas: \$78,472 grant award from VDOE for K-12 Traineeship Grant 24-25
  - Sharon Gilbert: \$68,000 grant award from VDOE for Virginia Consortium for Teacher Preparation in Early Childhood Special Education
- Sallie Beth Johnson and Kim Baskette (Public Health and Healthcare Leadership) are included on United States Department of Agriculture Grant “Produce Rx for Southwest Virginia: Health and Community Food Systems Integration”

# Two-Year Strategic Plan: Improve Academic Programming

# Experiential and Work-based Learning

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- Council on Undergraduate Research selected 2 ACST teams (6 students, with faculty Jason Davis and Sandra Liss) to participate in the 2024-25 Scholars Transforming Through Research (STR) Program
- Office of Undergraduate Research and Scholarship has supported 845 students (16.7%) and 83 faculty (19.2%) this semester



Scholars Transforming Through Research  
Council on Undergraduate Research's Advocacy Event



VIRGINIA  
**TALENT +  
OPPORTUNITY  
PARTNERSHIP**

# Leading scholarship on undergraduate research teaching career-readiness skills

ARTICLE

## [A Scoping Review: Literature on Undergraduate Research and Career Readiness](#)

– Amanda B. MacDonald, Jeanne Mekolichick, Eric E. Hall, Kristin Picardo, Rosalie Richards  
SPUR (2024) 8 (1): <https://doi.org/10.18833/spur/8/1/2>

**Abstract:** Undergraduate research, scholarship, and creative inquiry (URSCI) experiences are found to enhance student growth in skill development. Previous research has not established what literature exists on intentionally preparing students for work through URSCI experiences in the United States. A scoping review was conducted to systematically map what the literature reveals that faculty, programs, and institutions are intentionally providing with URSCI experiences. Five databases and Google Scholar were searched. Data were charted by characteristics tied to the research question. The results demonstrated a need for research on URSCI to intentionally and directly assess how undergraduate research can be used as a tool for career readiness. The current reliance on the implicit aspects of the URSCI experience to develop career readiness competencies is not a sufficient approach.

DOWNLOAD ARTICLE PDF

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### [Fall 2024 – Volume 8, Number 1](#)

The theme for the Fall 2024 issue of SPUR is career readiness. This issue features content addressing career skills obtained through undergraduate research.

VIEW FULL ISSUE PDF

# Two-Year Strategic Plan: Increase retention and progression rates



**Radford**  
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# From Past to Future: Unlocking Success through Retention, Graduation, and Career Pathways

Dr. Jerel Benton, Assistant Provost of Student Success  
[jbenton9@radford.edu](mailto:jbenton9@radford.edu)

Lee Svete, Director of Career & Talent Development  
[lsvete@radford.edu](mailto:lsvete@radford.edu)

Presented to Academic Affairs and Student Success Committee

December 5, 2024



**Two-Year Strategic Plan:  
Reposition academic  
programs and  
administration to increase  
efficiency and effectiveness**



# Division of Academic Affairs Organization

Artis College of Science and Technology  
*Dean Steven Bachrach*

College of Visual and Performing Arts  
*Interim Dean Tim Channell*



Provost and Senior Vice President  
**Bethany M. Usher**

Academic Affairs  
*Associate Provost Jeanne Mekolichick*

University Registrar  
*Katie Piper*

College of Education and Human Development  
*Dean Tamara Wallace*

Davis College of Business and Economics  
*Dean Donna McCloskey*

Student Success  
*Assistant Provost Jerel Benton*

Finance and Administration  
*Director Adam Neal*

College of Humanities and Behavioral Science  
*Interim Dean Jeff Asplenmeier*

Waldron College of Health and Human Services  
*Dean Kenneth Cox*

Faculty and Curriculum  
*Assistant Provost Jessica Stowell*

Radford University @ Roanoke  
*Assistant Provost Glen Mayhew*

College of Nursing  
*Dean Wendy Downey*

Graduate Affairs  
*Interim Assistant Provost Agida Manizade*



# Planning for Radford University in Roanoke

# Executive Summary

Starting in August 2023, Radford University engaged brightspot strategy, a higher-ed consulting firm, to work with leadership, faculty, staff, students and external partners to build on previous studies and assess the University's facilities and program portfolio in Roanoke to assist in long-range planning of the campus.

This process is an opportunity to imagine the Roanoke Campus as a unified program made up of target audiences, connected disciplines, and tailored facilities to attract, retain, and educate future healthcare professionals for the region and beyond.

## LEADING THROUGH CHANGE

Following a recent merger with Jefferson College, Radford University is positioned in a key moment to reflect on the core purpose and identity of the Roanoke campus, how it will continue to thrive, and its relationship to the University as a whole. This is an opportunity to clarify the future of the site, capitalize on opportunities, increase impact in existing strengths, and create an experience that is vibrant, rewarding, and supportive.

## PROJECT OBJECTIVES

The objectives of this process were to articulate a vision for the Roanoke campus, project the future academic programs, populations, and facility needs, and develop a strategy that will facilitate improved alignment between the Roanoke and Radford campuses. As part of this study, brightspot engaged the Radford community through interviews and workshops with leadership, faculty members, staff, students, and partners to better understand their needs and vision for the future.

Through this process, the Roanoke campus aims to be swift and strategic in their response to a changing landscape providing academic programs, spaces, and meaningful experiences for students, faculty, staff, and the broader region that makes the best use of existing partnerships and resources.

## VISION FOR THE FUTURE

Through this process, the future vision of Radford University in Roanoke became clear— becoming one University, supporting the unique needs of Roanoke students, and embodying a holistic approach to healthcare education that prepares students for the professional careers, and sustains an impactful workforce.



# Focus on core healthcare degree offerings

*Close unsupported programs, expand core programs, and create new offerings that position Radford University as leaders in healthcare education*

## BASELINE

<u>Population</u>	<u>FTE</u>	<u>Δ from existing</u>
<b>Students</b>	<b>1,045</b>	<b>(+43)</b>
UG	720	(+27)
GR	325	(+16)
<b>Employees</b>	<b>186</b>	<b>(+12)</b>
Faculty (9:1)	116	(+10)
Staff (15:1)	70	(+2)
<b>Total</b>	<b>1,231</b>	<b>(+56)</b>
<b>Distance</b>	<b>743</b>	<b>(+174)</b>

As the merger process evolves there are continued opportunities to streamline and focus Radford’s offerings in Roanoke by closing under-supported programs, growing the core program offerings, both in person and online, and creating new strategic healthcare programs that are in high demand in the region. The specifics of these new programs will have to be determined later with insights gained from internal and external research regarding the University’s capacity and core competencies and demands from the broader market. In total, a baseline scenario would grow the total in-person student population by 43 FTE with commensurate growth in employees to maintain the current Student : Faculty ratio of 9:1 and Student : Staff ratio of 15 : 1. Distance learner population is expected to grow 30%

### MAINTAIN

- Occupational Therapy remains split over two campuses
- Social Work and Communication and Social Disorders remain on Main Campus

### CLOSE

- Close all associate degree programs in Roanoke

### EXPAND

- Grow prelicensure Bachelor of Science in Nursing to 600 concurrent students in Roanoke. Commensurate growth is expected on Main campus as well
- Grow in existing programs with emphasis on degree completion programs e.g. ES and RT

### CREATE

- Develop one new Bachelors-level and one Masters-level degree program in Waldron College of Health and Human Services

# Facilities Adjustments: Current to Baseline

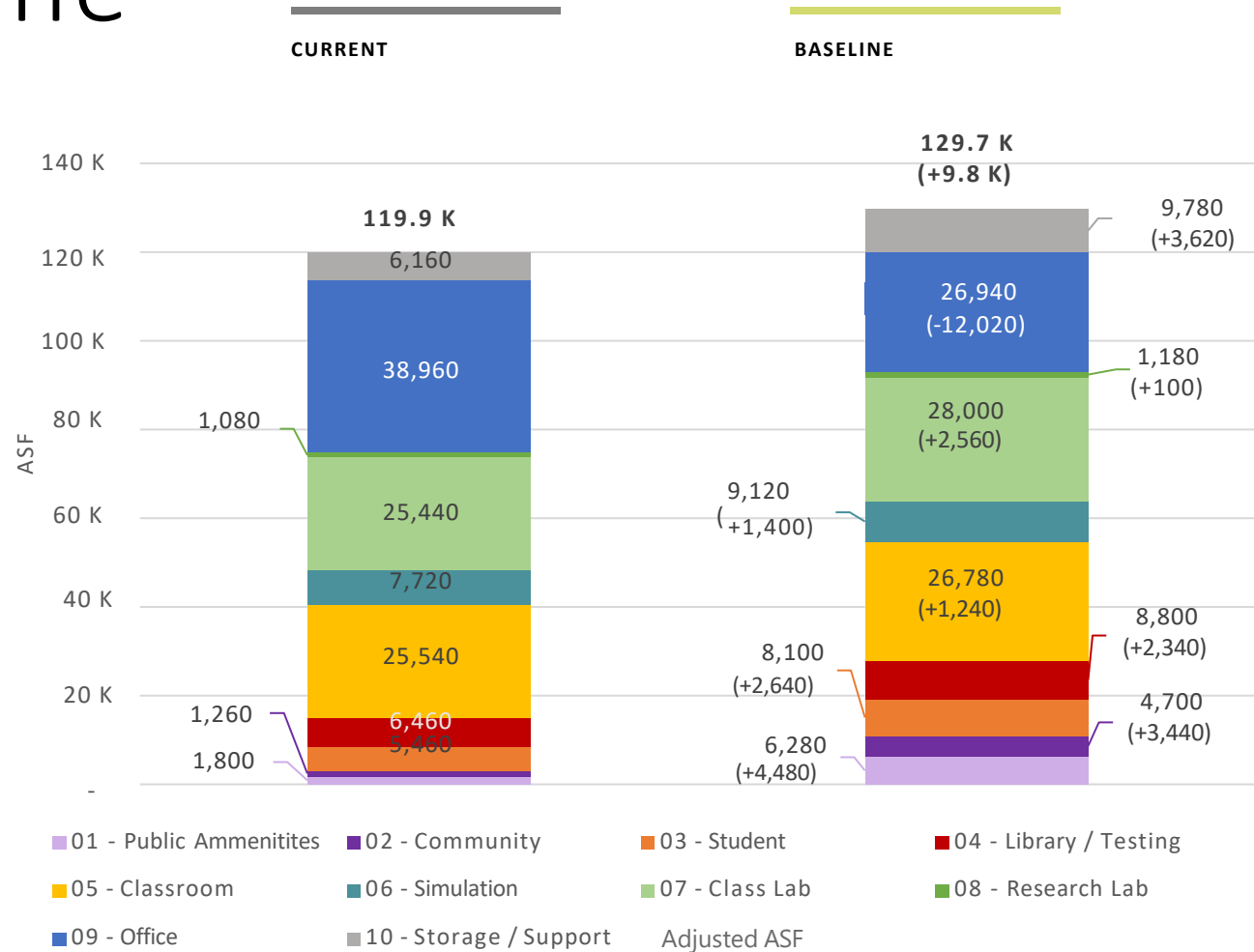
## BASELINE OVERVIEW

In total, the Baseline Scenario grows the assignable square footage needs to 129,700, an increase of 9,800 (4%) from the current space program.

The additional space supports growth across categories to grow public amenities, community spaces, student spaces, and class labs to support students of the future and adjusting office spaces frees up nearly 14,000 ASF of space that can be reallocated to other space categories as well.

## CONSIDERATIONS

Future considerations for additional space in building services, dining and public lobby spaces are needed to support operations assuming the future building is not leased.



# Consolidate and Expand Core Programs

*Create a vibrant program of health care degree offerings that provide opportunities for collaboration and interprofessional education*

## INTERPROFESSIONAL EDU

<u>Population</u>	<u>FTE</u>	<u>Δ from baseline</u>
<b>Students</b>	<b>1,500</b>	<b>(+455)</b>
UG	880	(+160)
GR	620	(+295)
<b>Employees</b>	<b>265</b>	<b>(+80)</b>
Faculty (9:1)	165	(+50)
Staff (15:1)	100	(+30)
<b>Total</b>	<b>1,765</b>	<b>(+535)</b>
<b>Distance</b>	<b>760</b>	<b>(+15)</b>

To provide a strong foundation for interprofessional practice and education, while still maintaining a predominantly commuter-based experience, this scenario explores moving Waldron’s upper-level undergraduate (juniors and seniors) and graduate students as well and all occupational therapy from Main Campus to Roanoke. Additionally, this scenario provides support for the Biomedical Science and Medical Lab Science programs currently housed in Artis College of Science and Technology. The scenario also explores developing two in-person undergraduate and two graduate programs with additional online certificate programs as key growth areas. In total, this scenario supports an additional 455 students over baseline, nearly 65% of which is from graduate students. Employee growth maintains current ratios. Little additional online growth is expected.

### REOPEN

- Reopen Biomedical Science with the lower-level undergraduate students supported on Main Campus and upper-level students supported in Roanoke

### MOVE

- Decant all occupational therapy programs from Main Campus to Roanoke
- Fully support all upper-level undergraduate and graduate Social Work and Communication Science and Disorders students in Roanoke

### CREATE

- One FTIC – level undergraduate program in addition to the baseline’s upper-level program
- One additional graduate program, two in total
- Online certificate programs (e.g., telehealth, analytics, emergency management)

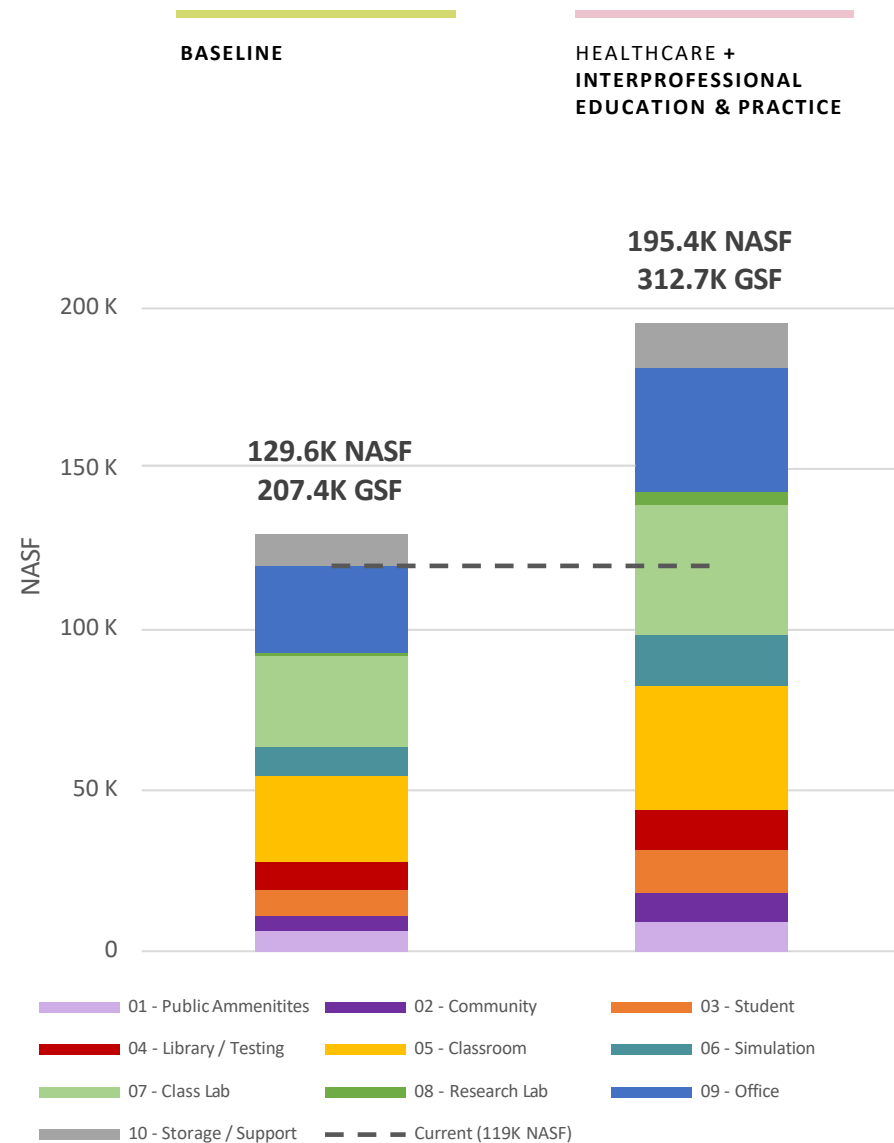
# Scenario Overview

**This scenario is an opportunity for Radford to make a monumental impact in Roanoke and an ambitious investment in the growing innovation ecosystem.**

It grows the in-person student FTE to 1,500 supported by 165 Faculty and 100 Staff and facilitates cross-disciplinary interactions in the classroom and beyond. The Healthcare + Interprofessional Education and Practice Scenario expands simulation spaces to increase capacity and provide for novel experiences, facilitates opportunity to build community during key times of the year, and encourage faculty research with dedicated spaces to support interdisciplinary work.

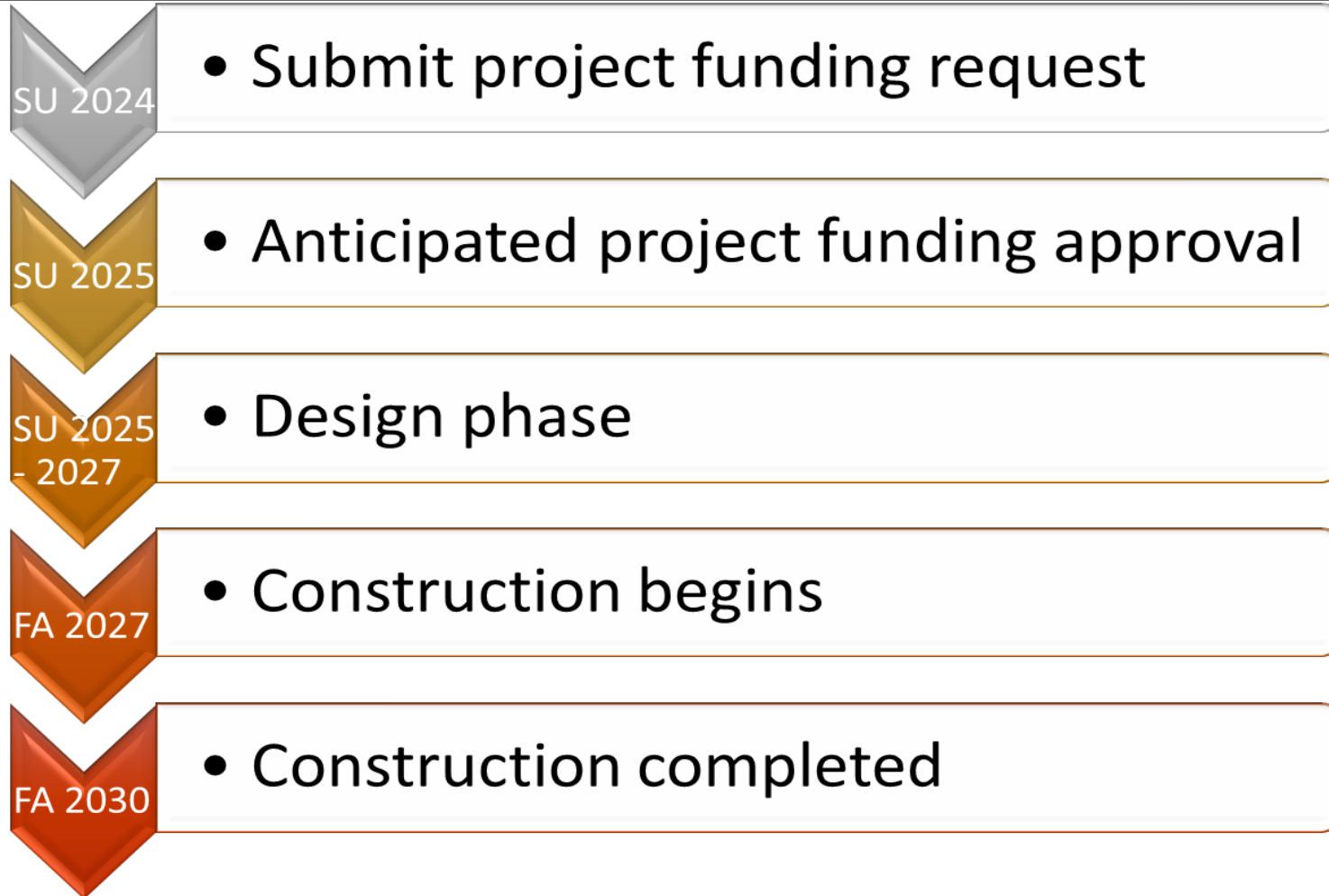
## CONSIDERATIONS

This scenario is a strength because it builds on and improves what Radford University at Carilion has already developed with programs, faculty, and students.





# RU Roanoke Building Timeline





# Questions Answered

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- What will be the focus of our Roanoke location?
  - Committed to being the premier destination for health education in Virginia
- Will Radford University have a site or campus in Roanoke?



Radford Main Campus



Health Science Education  
Center in Roanoke

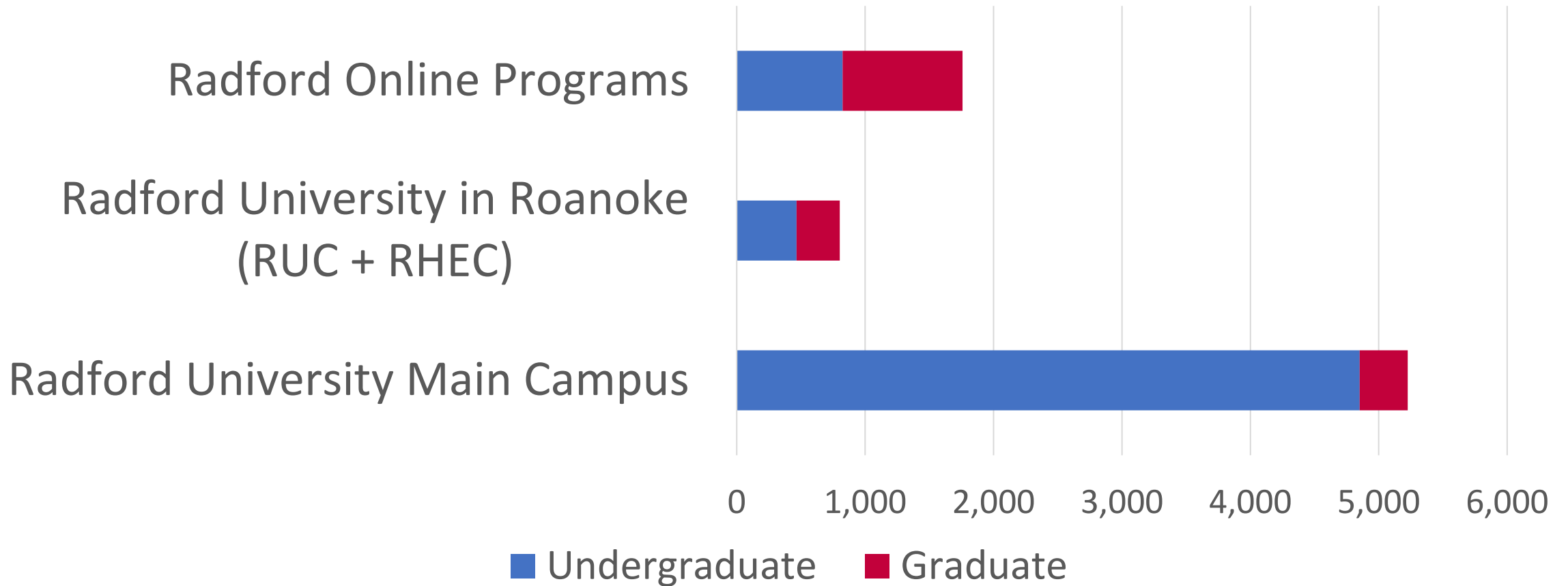


Radford Online



# Fall 2024 Enrollment by educational site

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# What academic programs will we offer in person in Roanoke by 2030?

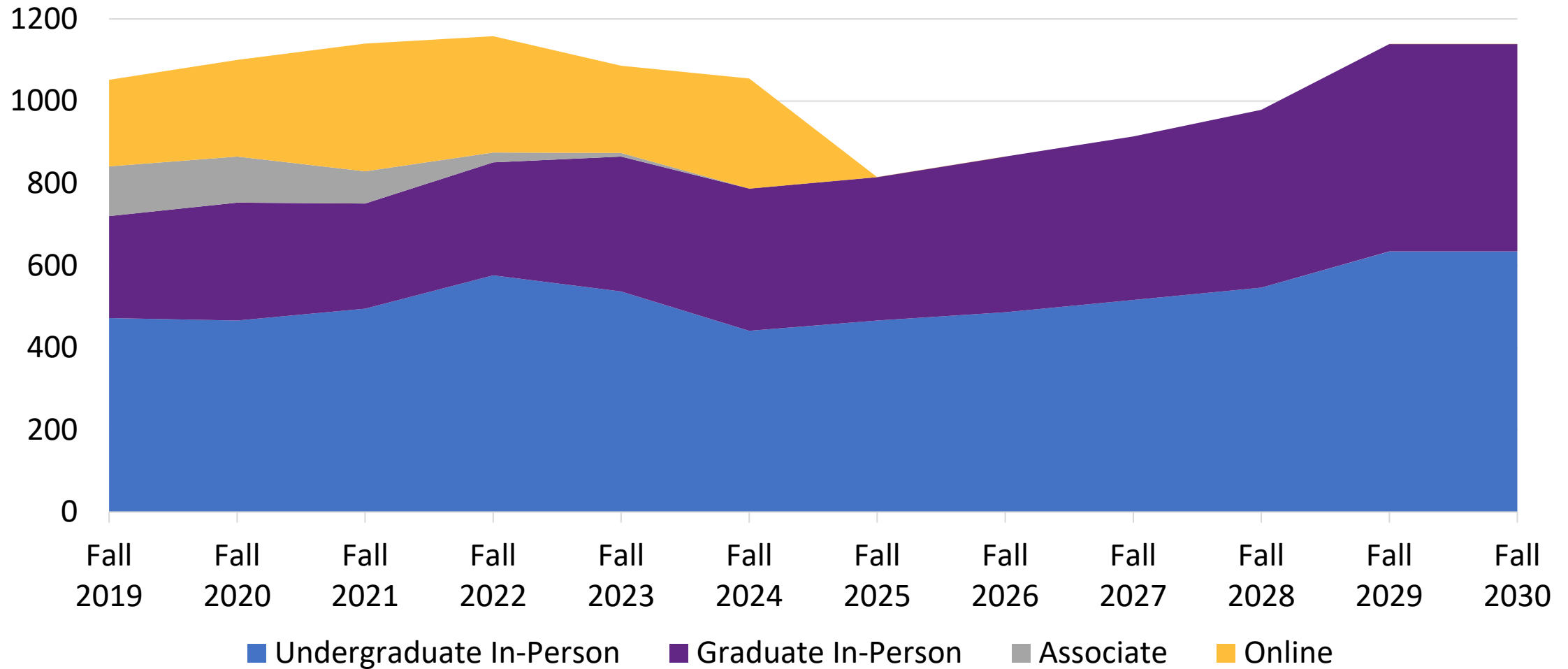
	Existing Programs in Roanoke	Programs to move from Radford	Potential programs to develop in Roanoke
Graduate Programs	Physical Therapy, DPT Occupational Therapy MOT/MSOT Physician Assistant/Associate, MS	Occupational Therapy MOT	Public/community health, MPH MS program leading to Registered Dietician? Social Work, MSW (hybrid)
Certificates	Mental Health Nurse Practitioner		Emergency Management certificate
Undergraduate upper division/transfer professional	Emergency Services, BS Respiratory Therapy, BS Nursing, BS	Nutrition and Dietetics, BS Medical Laboratory Science (last two years)	Applied Bioscience, BS

Note: This chart only refers to in-person, F2F or hybrid programs. Radford Online programs, including potential career advancement BS programs in Sonography and/or Dental Hygiene BS, are not reflected in this table.

# Carilion Top Healthcare Job Openings

Positions	Vacancy	Position	Vacancy
Registered Nurses	626	Nurse Anesthetists	6
Nurse Practitioners	39	Magnetic Resonance Imaging Technologists	6
Physician Assistants	34	Psychiatric Technicians	6
Respiratory Therapists	31	Cardiovascular Technologists and Technicians	5
Diagnostic Medical Sonographers	30	Speech-Language Pathologists	4
Health Technologists and Technicians, All Other	29	Exercise Physiologists	2
Radiologic Technologists	29	Nuclear Medicine Technologists	2
Surgical Technologists	17	Occupational Therapists	1
Physical Therapists	9		

# Enrollment patterns –past and potential future

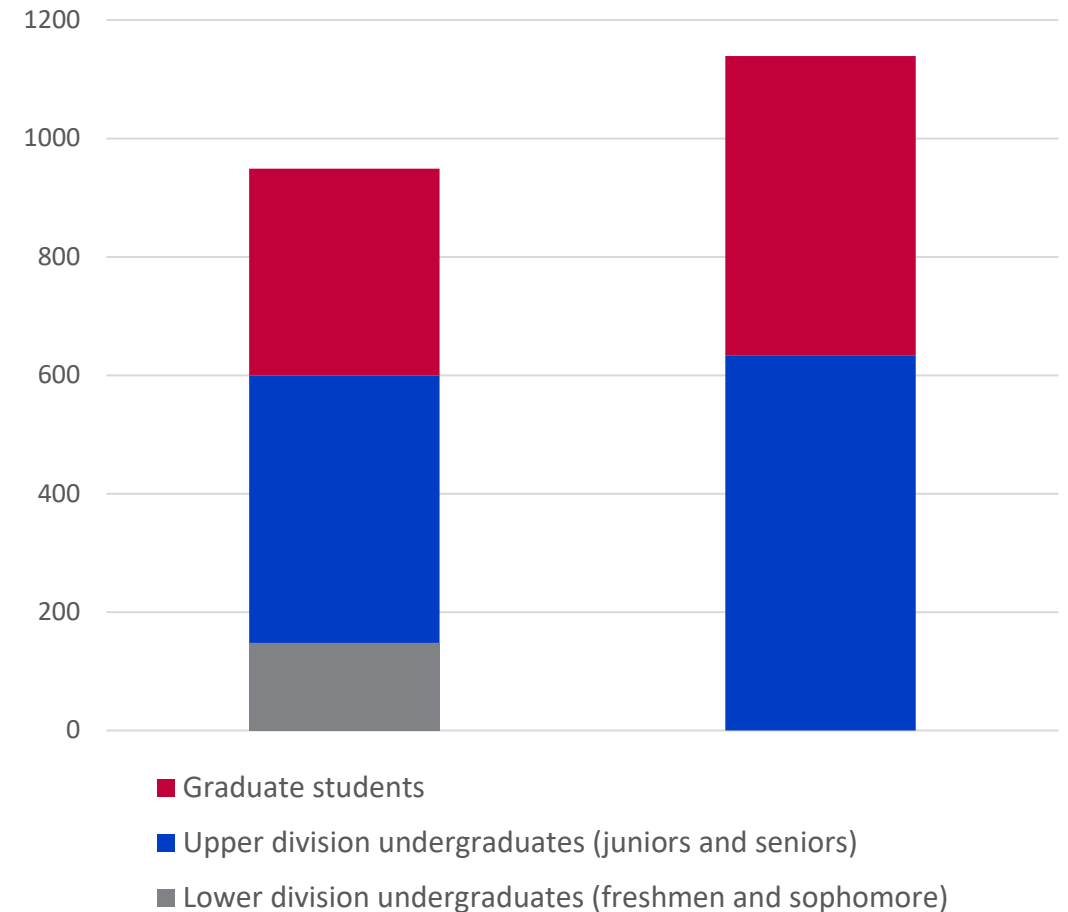


# Questions still be answered

Will Radford University offer first-time-in-college or only upper-division undergraduate programs in Roanoke?

When could we transition from admitting freshmen/FTIC to admitting upper-division undergraduates only?

How would we manage the transition?





# Questions still to be answered

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- How do we support affordable housing for students in Roanoke?





# Board Items

# Notification: Faculty Emeritus

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Professor Richard Straw

Department of History

# Voting Item: Teaching and Research Handbook

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## Revision to Teaching and Research Handbook

### 1.3.3 Selection of Deans

When a vacancy occurs in an academic Deanship, the Provost will, in consultation with the President and upon their approval, call for the formation of a Search Committee composed of at least six (6) faculty from the college seeking a Dean, one (1) faculty member from outside the college, two (2) students majoring in the programs in the college, one (1) Dean from outside the college who will chair the committee in a nonvoting capacity, one (1) classified staff member who is past their probationary period, and one (1) partner who is external to the university.

# Welcome to Winter CARD

# Discussion

# Appendix: Additional Academic Points of Pride



# Points of Pride – Conferences and Publications

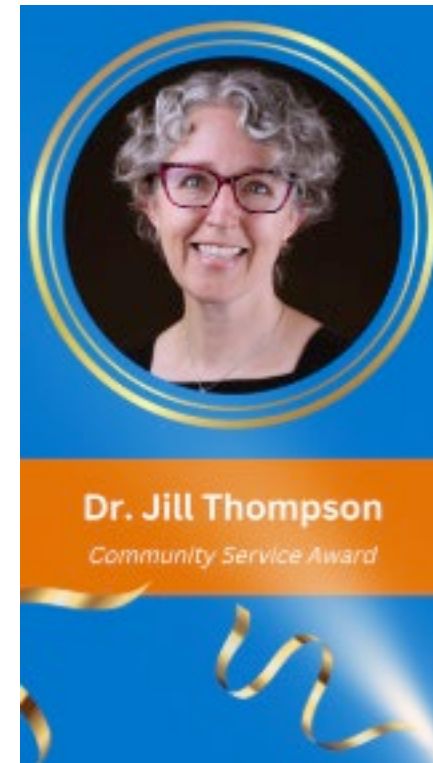
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- Department of History (4 faculty and 2 students) participated in Clemson University's Humanities in the Machine symposium
- Jamie McDaniel (English) co-edited a new book Broadening the Horror Genre: From Gaming to Paratexts.

# Points of Pride

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- Artis Center opening and full season of CVPA programming
  - Trojan Women on the Main Stage
  - Family and Friends Weekend Fashion Show
- CVPA welcomed photographer Margaret Lejeune as 2024 artist-in-residence
- PA faculty and students organized and participated in a healthcare screening event in Elmwood Park on 10/4/24 in honor of PA Day
- Dr Jill Thompson (PT) received Community Serve Award from Virginia American Physical Therapy Association
- Dialogue Across Differences program hosted New York Times columnist and author Frank Bruni in September



# Points of Pride – Davis College fall focus on AI

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- Samantha Steidle (Management) presented GenAI-Powered Research: Tools for Academic, Policy, Corporate, and Entrepreneurial at the Disrupt Up Roanoke-Blacksburg Technology Conference
- Presented AI Tools to Revolutionize Research at the AACSB Americas Accreditation Conference
- Luke Liska (Marketing) served as panelist for The Business Council of Roanoke-Blacksburg on The Impact of AI On Business Practices Recorded Podcast on "Real Estate Tax Playbook" on AI in Real Estate
- Can Dogan (Economics) presented AI Startups as part of the Harrisburg Launchbox Executive Empowered Entrepreneurs Executive Series
- Rich Gruss (Management) Lectured for a week on Text Analytics at Ludwigshafen University of Business and Society in Germany
- Presented AI Tools to Revolutionize Research at the AACSB Americas Accreditation Conference (Samantha Steidl)
- Presented a session to a packed room of DCOBE faculty on teaching with AI (Caleb Bradberry and Luke Liska)

**RADFORD UNIVERSITY  
ACADEMIC EXCELLENCE AND STUDENT SUCCESS COMMITTEE  
December 5, 2024**

**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 Richard Straw

Department of History

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

**RADFORD UNIVERSITY  
ACADEMIC EXCELLENCE AND STUDENT SUCCESS COMMITTEE  
December 5, 2024**

**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 1.3.3: Selection of Deans** of the *Teaching and Research Faculty Handbook* as hereby amended. Said sections are to now read as follows (additions are in **red**):

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## Motion to Revise T&R Faculty Handbook Language for Teaching and Research Faculty Employment Classifications (Full-Time Temporary)

**Referred by:** Governance Committee

### **MOTION:**

The Faculty Senate approves the addition of language (**red type**) and the deletion of language (stricken through) in Section 1.3.3 of the T&R Faculty Handbook.

#### Composition of Dean Search Committee

When a vacancy occurs in an academic Deanship, the Provost will, in consultation with the President and upon their approval, call for the formation of a Search Committee composed of **at least six (6) faculty from the college seeking a Dean, one (1) faculty member from outside the college, two (2) students majoring in the programs in the college, and a member of the administration, one (1) Dean from outside the college who will chair the committee in a nonvoting capacity, one (1) classified staff member who is past their probationary period, and one (1) partner who is external to the university.**

#### Method of Populating Dean Search Committee

- 1. Faculty member from the College:** ~~(a) There shall be at least five (5) faculty members of the Search Committee.~~ Each department or school in the college shall elect by secret ballot one (1) representative to the search committee. **(b) Should this result in fewer than five (5) six (6) internal faculty members of the Search Committee, then at a college meeting chaired by the provost, the faculty of the college shall elect by secret ballot the provost shall ask the faculty of the college to nominate and elect a sufficient number of at-large college faculty representatives to bring the total number of faculty representatives from the College to five (5) six (6).**
- 2. Faculty member from outside the College:** The Faculty Senate Executive Council (FSEC) shall nominate three faculty members who are external to the College that is seeking a Dean. The Provost will make the final appointment from the names submitted by the FSEC.
- 3. Student members from programs in the College:** ~~The student members (2) shall be recommended by the Student Government Association and/or the Graduate Student Council as appropriate. The Student Government Association or the Graduate Student Council~~ **and the Office of Graduate Affairs shall each propose a list containing at least six three (3) names and submit its list to the Provost, who will make the final appointments of one (1) undergraduate and one (1) graduate student from the College.**
- 4. Dean from outside the College:** The Provost shall appoint a Dean from outside the College who has a permanent appointment to their Deanship.



5. **Classified staff:** The Provost will request that the College's classified staff meet and nominate at least three (3) but no more than six (6) classified staff members who are past the probationary period. The Provost will make the final appointment from the names submitted by the College's classified staff.
6. **External Partner:** The Division of Advancement and Alumni Relations shall name a minimum of two (2) and a maximum of three (3) nominees for the external partner. The Provost will make the final appointment of one (1) external partner from the names submitted by this division.

~~The administrative member (1) shall be appointed by the Provost. The Search Committee shall elect its own chair.~~

### **RATIONALE:**

The purpose of this motion is to modify the composition of the dean search committee while, consistent with the principles of shared governance, preserving the role of faculty in the process of selecting deans who will be both their colleagues and their leaders.

Currently, deans at Radford University interact with and serve multiple constituencies. They supervise faculty and classified staff; serve on college-wide leadership councils; collaborate with faculty and leadership in other colleges; address student issues and interact with student leaders; play a role in recruitment by interacting with admissions and advisory staff and with prospective students and their families; and interact with state and local leaders, leaders of other educational institutions, alumni, donors, and the public at large. Recognition of the multifaceted role of the Radford University dean has led to this motion to modify the dean search committee so that there is an opportunity for representatives from constituencies with which deans interact to offer their perspectives on candidates for the position. At the same time, the motion mandates that the majority of voting seats on the dean search committee will be held by faculty, maintaining the principle that academicians must play a pivotal role in choosing a college's chief academician

- The motion continues to guarantee majority representation of faculty, with a minimum of six seats reserved for faculty from the college, and with the external faculty member, a minimum of seven faculty seats overall. Faculty from the college will be selected by their colleagues; chairs and directors within the College will nominate appropriate faculty from outside the college.
- The motion recognizes the importance of the dean's collaboration with the classified staff who are vital to the day-to-day functioning of a college by assuring that their perspective is represented by the allocation of a seat to that constituency. Classified staff within the College will nominate appropriate classified staff representatives.
- The motion allows for the perspective of a faculty member from outside the college with knowledge about the college's priorities and about ongoing collaborations between colleges. The Faculty Senate Executive Council will nominate appropriate external faculty.
- The motion recognizes the role that deans play in fundraising and representing the college beyond campus borders by allowing for the perspective of an outside representative, such as a

member of a college's alumni advisory board or a member of an organization with which the college has or hopes to have a mutually beneficial relationship. Advancement and the Office of Alumni Relations will nominate appropriate external partners.

- The motion continues to allow for the student perspective by allocating seats to students. A representative student body (SGA) will send nominations to the Provost. The Graduate Student Council has been stricken as it is no longer active, and nominations will instead be submitted by the Office of Graduate Affairs.
- The motion allows for the perspective of peer leadership by allocating a seat to a dean from another college who, while nonvoting, will chair the search committee and provide advice and guidance. The T & R Faculty Handbook currently calls for "a member of the administration," language that will be replaced with language referencing the external dean. The Provost will select the external dean from among deans with permanent appointments to their deanships.

The allocation of seats will allow for filling one existing seat (the "member of the administration") with one nonvoting member (the external dean chairing the committee) and the addition of three voting members (one member external to the university, one faculty member from an outside college, and one member of the classified staff). At the same time, college faculty voting membership will never fall below six, and depending on the number of departments and schools in a college, may be greater than six, with total voting faculty membership never falling below seven. The motion therefore accommodates the perspectives of constituencies that do have a stake in the selection of a college's dean while preserving the traditional faculty prerogative that it chooses its leadership.

# Minutes



Radford  
UNIVERSITY



**Academic Excellence and Student Success Committee**  
**8:15 a.m.\*\***  
**September 5, 2024**  
**Mary Ann Jennings Hovis Memorial Board Room**  
**Martin Hall, Radford, VA**

**Committee Members Present**

Ms. Jeanne S. Armentrout, Chair  
Ms. Betsy D. Beamer, Vice Chair  
Mr. Dale S. Ardizzone  
Mr. William C. Davis  
Ms. Lisa W. Pompa  
Dr. Matthew Close, Non-voting Faculty Advisory Representative

**DRAFT**  
**Minutes**

**Board Members Present**

Mr. Marquett Smith, Rector  
Mr. Tyler W. Lester, Vice Rector  
Ms. Joann S. Craig  
Ms. Callie M. Dalton  
Dr. Betty Jo Foster  
Mrs. Jennifer Wishon Gilbert  
Mr. George Mendiola, Jr.  
Mr. David A. Smith  
Mr. Jonathan D. Sweet  
Mr. James C. Turk

**Others Present**

Dr. Bret Danilowicz, President  
Dr. Bethany Usher, Provost and Senior Vice President for Academic Affairs  
Dr. Jeffery Aspelmeier, Interim Dean of the College of Humanities and Behavioral Sciences  
Dr. Dannette Gomez Beane, Vice President for Enrollment Management and Strategic Communications  
Dr. Jerel Benton, Assistant Provost for Student Success  
Dr. Donna Boyd, Eminent Professor of Anthropological Sciences  
Ms. Karen Castele, Secretary to the Board of Visitors and Special Assistant to the President  
Dr. Susan Trageser, Vice President for Student Affairs  
Dr. Wendy Downey, Dean for the College of Nursing  
Ms. Lisa Ghidotti, Executive Director of Government Relations and Strategic Initiatives  
Mr. Don Hall, Manager for Academic Applications and Training  
Dr. Robert Hoover, Vice President for Finance and Administration and CFO  
Dr. Angela Joyner, Vice President for Economic Development and Corporate Education

Dr. Agida Manizade, Interim Assistant Provost, Graduate Affairs  
Dr. Donna McCloskey, Dean for the Davis College of Business and Economics  
Ms. Margaret McManus, University Auditor  
Mr. Patrick Reed, Director of Executive Communications  
Ms. Susan Richardson, University Counsel  
Ms. Penny White, Vice President for University Advancement  
Ms. Madelina Yates, Student Speaker

### **Call to Order**

Ms. Jeanne Armentrout, Chair, formally called the Academic Excellence and Student Success Committee meeting to order at 8:15 a.m. in the Board Room of Martin Hall.

### **Approval of Agenda**

Ms. Jeanne Armentrout asked for a motion to approve the September 5, 2024 agenda for the Academic Excellence and Student Success Committee, as published. A motion was made by Ms. Betsy Beamer, seconded by Mr. Dale Ardizzone, and the motion carried unanimously.

### **Approval of Minutes**

Ms. Jeanne Armentrout asked for a motion to approve the minutes of the June 6, 2024 meeting of the Academic Excellence and Student Success Committee meeting, as published. A motion was made by Ms. Betsy Beamer, seconded by Mr. Dale Ardizzone and the motion carried unanimously.

### **Presentation**

Madelina Yates, Student Speaker and Dr. Donna Boyd, Eminent Professor of Anthropological Sciences gave a presentation on the application of forensic nursing to mitigation of suicide risk after sexual assault.

### **Academic Affairs Update**

Provost and Senior Vice President for Academic Affairs Bethany Usher began by giving an overview of the Division of Academic Affairs. The mission statement for Academic Affairs shows that they cultivate an inclusive, experiential learning environment that ignites lifelong curiosity, and empowers graduates to lead thriving communities through service, research and innovation.

Provost Usher shared that the leadership team in Academic Affairs has been redesigned, and all positions are currently filled. There will be searches this year to have permanent Deans for the College of Humanities and Behavioral Sciences and for the College of Visual and Performing Arts. Academic Affairs accounts for about 75% of the total budget for Radford, with over 600 employees. Radford University has 414 Teaching and Research Faculty in seven schools. Enrollment trends show that the student population is stabilizing, which, with cautious optimism, means that we can stabilize the number of faculty.

Provost Usher provided an update on progress of the 2-year Strategic Plan. Provost Usher, in partnership with Faculty Senate and academic units, continues to implement a Curriculum Lifecycle to define an intentional catalog of programs that are distinctive to Radford, which will include opening new programs, adapting current programs, and closing some degree programs that are redundant. The Curriculum Lifecycle will be a cycle of continuous adaptation, not a one-time process.

Provost Usher mentioned that work-related experiential education continues to be a focus, and Radford is focusing on developing the eight NACE competencies for all graduates through internships, undergraduate research, on-campus employment, practica, student teaching and all other hands-on experiences.

In closing, Provost Usher shared the excellent news that retention is up in almost every category of students, which along with strong enrollment, is a driving force in stabilizing the student population earlier than expected.

### **Announcement - Emeritus Faculty**

Provost Usher presented the names of the retired professors who have been awarded emeritus status.

- Dr. Eric Du Plessis, Professor of English
- Dr. Louis Gallo, Professor of English
- Dr. Jonathan Tso, Associate Professor of Geology
- Dr. Robert Williams, Professor of English (Posthumous)

### **Recommendation and Action Item**

Provost Usher discussed the College of Nursing Organization Resolution to revise the department structure of the College of Nursing. Ms. Jeanne Armentrout asked for a motion to present to the full Board for approval. Ms. Betsy Beamer so moved, Mr. William Davis seconded, and the motion passed unanimously. A copy of the proposed resolution is attached hereto as **Attachment A** and is made a part hereof.

### **Faculty Senate Update**

Faculty Representative to the Board of Visitors, Dr. Matthew Close reported on summer activities and reiterated his alignment with the Provost on the priorities of the 2024-2025 academic year in updating processes, revising the General Education/REAL program, and updating the handbook.

### **Adjournment**

With no further business to come before the committee, Ms. Jeanne Armentrout adjourned the meeting at 9:22 a.m.

Respectfully submitted,

Gina Stike  
Executive Assistant to the  
Vice President for Enrollment Management  
and Strategic Communications



**RADFORD UNIVERSITY  
ACADEMIC EXCELLENCE AND STUDENT SUCCESS COMMITTEE**

**SEPTEMBER 5, 2024**

**RESOLUTION TO REVISE THE DEPARTMENT STRUCTURE  
OF THE COLLEGE OF NURSING**

**WHEREAS**, in 2023, the Board of Visitors approved to change the name of the School of Nursing to the College of Nursing; and

**WHEREAS**, the proposed revised department structure for the College of Nursing more appropriately aligns with the administrative structure of that academic unit and will align with the Teaching and Research Faculty Handbook; and

**WHEREAS**, the proposed department structure was approved by a vote of the faculty of the College of Nursing and was subsequently recommended by a vote of the Teaching and Research Faculty Senate; and

**WHEREAS**, the proposed departmental structure has a net-neutral effect on the budget;

**NOW, THEREFORE, BE IT RESOLVED**, that the Academic Excellence and Research Committee recommends that the Board of Visitors approves to revise the department structure of the College of Nursing as proposed;

**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 revised department structure to the State Council of Higher Education for Virginia (SCHEV) and the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC).

## **Motion to Revise the Department Structure of the College of Nursing**

Referred by: Governance Committee

### **MOTION:**

The Faculty Senate supports the College of Nursing's proposed revision of its organizational structure to two departments

1. Department of Undergraduate Nursing
2. Department of Graduate Nursing

### **RATIONALE:**

This proposal was approved by a vote of the College of Nursing faculty on August 12, 2024. Although the College of Nursing was formed in January 2024, the college does not align with the structure of other colleges and departments at Radford University. Functionally, the college has three units with "chairs," known as academic unit heads. Thus, the creation of departments within the college more appropriately aligns with the administrative structure of a college and with the *Radford University Teaching & Research Faculty Handbook*.

In order to accommodate the very large number of students and faculty in the BSN degree program (CIP 51.3801), the Undergraduate Nursing department will have two co-chairs – one for pre-licensure BSN and one for post-licensure RN to BSN. The Graduate Nursing department would only have one chair to house the graduate nursing CIP codes (51.3802, 51.3805, 51.3818).

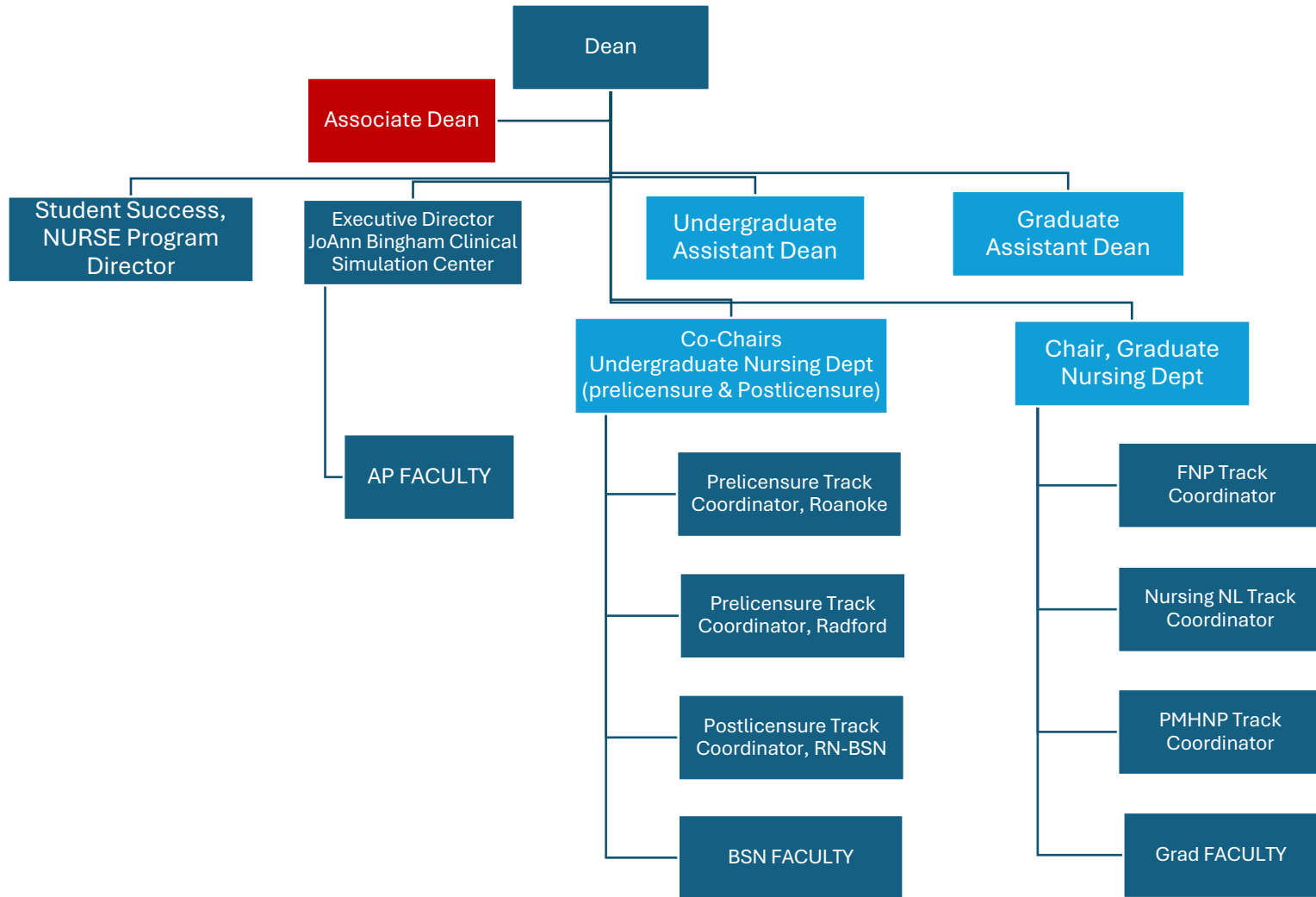
The change to the proposed departmental structure has a net-neutral effect on the budget. Associate Dean, Assistant Dean, and Chair stipends will come from funds already provided to the university for nursing education by the Commonwealth but not yet allocated.

The number of faculty and students in each department will be as follows:

- Department of Undergraduate Nursing
  - o Faculty: 40
  - o Students: 1,242
- Department of Graduate Nursing
  - o Faculty: 13
  - o Students: 130

The college also has a significant number of adjuncts throughout all programs, primarily for the clinical components of courses and online post licensure and graduate courses.

# Proposed College of Nursing Organizational Structure



# End of Board of Visitors Materials

