

# RADFORD UNIVERSITY

Board of Visitors

**SPECIAL MEETING  
1 P.M. \*\*  
JANUARY 25, 2023  
ALL-VIRTUAL MEETING**

**DRAFT  
AGENDA**

- **CALL TO ORDER** Dr. Debra McMahon, *Rector*
  
- **OVERVIEW OF FACULTY WORKLOAD OPTIMIZATION OPPORTUNITIES** Dr. Bret Danilowicz, *President*  
Dr. Marten denBoer, *Interim Provost and Vice President for Academic Affairs*
  
- **FACULTY WORKLOAD OPTIMIZATION EXAMPLES** College and School Deans
  
- **FACULTY WORKLOAD DISCUSSION** Dr. Debra McMahon, *Rector*
  
- **OTHER BUSINESS**
  - Bylaws Update Dr. Debra McMahon, *Rector*
  
- **ADJOURNMENT** Dr. Debra McMahon, *Rector*

**BOARD MEMBERS**

Dr. Debra McMahon, Rector  
Dr. Jay A. Brown, Vice Rector  
Mr. Robert A. Archer  
Ms. Jeanne S. Armentrout  
Dr. Rachel D. Fowlkes  
Mrs. Jennifer Wishon Gilbert  
Mr. Mark S. Lawrence  
Mr. Tyler W. Lester  
Mr. George Mendiola, Jr.  
Ms. Lisa W. Pompa  
Mr. David A. Smith  
Mr. Marquett Smith  
Ms. Georgia Anne Snyder-Falkinham  
Ms. Lisa Throckmorton  
Mr. James C. Turk

# Board of Visitors

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# Faculty Workload Optimization Recruitment Strategies

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# Davis College of Business and Economics

Dean Joy Bhadury

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# Recruiting from VA's Homeschooled

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## Dr. Robert Warren, Accounting

- A “blue ocean” student group for RU
- Activities planned include:
  - Advertising opportunities
  - Attend and recruit at the 2023 HEAV convention
  - Identify and speak to & visit homeschooled student groups
- We are piloting this in Spring 2023

# Metric

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- Number of students recruited

# College of Visual and Performing Arts

Dean Stephanie Caulder

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# Department Recruitment Coordinators

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## **Professor Will Sawyer, Theatre and Cinema; others TDB**

- Coordinate auditions or portfolio review
- Communicate with prospective students/admitted students
- Liaise with Office of Admissions/Enrollment Management
- Coordinate recruitment events on and off campus
- Maintain prospective student database
- Collect and aggregate data (e.g., entrance surveys given at Highlander Days and Quest, student demographics, etc.)
- Liaise with CVPA Leadership Team and other Department Recruitment Coordinators



# Metrics

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- Number of matriculating new and transfer students\*\*
- Number of applications to program
- Number of visits off-site
- Number of prospective students submitting contact information for Admissions
- Number of teacher/school contacts

# College of Humanities and Behavioral Sciences

Dean Matthew J. Smith

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# Mock Trial Recruitment and Retention

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## Mr. Don Martin, Criminal Justice

- Volunteer for Virginia High School Mock Trial Regional Tournaments
- Engage with up to 150 students from 20 high school teams
- Demonstrate “knowhow” in the courtroom
- Encourage the engagement of current RU Mock Trial students

# Metrics

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- Number of Virginia High School Mock Trail Competitors who enroll at Radford University
- Number of Virginia High School Mock Trail Competitors who join the RU Mock Trail Team
- Number of RU Mock Trial team members who re-enroll at RU the following year
- Number of RU Mock Trial team member who transfer to another university the following year

# School of Nursing

Interim Dean Wendy Downey

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# Faculty Workload Optimization Retention Strategies

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# Waldron College of Health and Human Services

Dean Ken Cox

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# COSD Study Hall

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## The Department of Communication Sciences and Disorders Faculty

- Goal is to provide academic support to students outside of the classroom and create a sense of community
- Faculty converted office hours to study halls
- Initial outcomes indicate that Study Hall attendance exceeded office hours
- Students who are not strong advocates and are less comfortable initiating requests for help are not attending.



# Metrics

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- Number of students attending (track in Starfish)
- Analyze relationship between attendance and performance
- Collect qualitative feedback from faculty and students

# College of Education and Human Development

Dean Tamara Wallace

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# Mentorship of At-risk Students

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## Dr. Anna Devito, Health and Human Performance

- Initial meeting: Within first two weeks of semester, develop individualized plans to get the students on track. This will entail talking through the previous semester, GPA, attendance in courses, barriers to attending classes/completing work, identifying any supports (tutoring, writing assistance, counseling, etc.) that need to be put in place and facilitating this.
- Regular check-in meetings: Weekly or biweekly meetings to discuss courses; troubleshoot problems/issues
- Mid-term check-in meeting: Review/discuss midterm grades, progress in courses, potential course withdrawals, and any supports that could assist the student in individual courses.

# Metrics

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- Number of advising or “check-in” meetings with students
- Number of students who move from probationary status to good standing
- Number of probationary students who increased their overall GPA
- Student academic performance (i.e., grades, GPA)
- Number of students retained in the program and/or the department

# Artis College of Science and Technology

Dean Steven Bachrach

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# Mathematics and Statistics Assistance Center

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**Drs. Ojas Davé and Jobriath Kaufman, Mathematics and Statistics**

- Drop-in tutoring, study halls, review sessions
- Available for all math/stats courses
- Dedicated spaces in Whitt Hall (community-building)
- Remote tutoring
- Faculty and peer tutors

# Metrics

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- Number of tutoring hours provided by the team
- Student performance (GPA, passing with a C or better)
- Correlation between level of participation in the program and taking a future mathematics or statistics class
- Correlation between level of participation in the program and taking a future class within ACSAT
- Correlation between level of participation in the program and freshman returning for their sophomore year
- Correlation between level of participation in the program and graduation

# Discussion



# RADFORD UNIVERSITY

## Academic Affairs

### Faculty Redeployment Strategies

#### **Davis College of Business and Economics**

##### Recruiting from VA's Homeschooled Students

Dr. Robert Warren, Accounting, has identified a “blue ocean” for student recruiting for Radford University. Beginning in Spring 2023, he will begin outreach efforts aimed at Virginia’s homeschool community. Dr. Warren is familiar with this community and as an insider has unique access to them. He will attend and recruit students at the 2023 HEAV Convention and prepared targeted advertising initiatives for the community.

##### D-FYE (Davis First-Year Experience Initiative)

This model was presented to the Board of Visitors on September 8, 2022.

##### Increasing Internships

Accounting and Finance

##### Venture Lab Joint Programming with Junior Achievement

The Venture Lab in Kyle Hall would target high school students.

#### **College of Visual and Performing Arts**

##### Department Recruitment Coordinators

The coordinator will aim to maintain regular contact with prospective students, liaise with the Office of Admissions and CVPA Leadership Team, and coordinate outreach and recruitment events on and off campus. The faculty member will also collect and aggregate data (e.g., entrance surveys given at Highlander Days and Quest), coordinate auditions or portfolio reviews (where applicable), and maintain the prospective student database. The important outcomes that are expected from this are an improved yield of incoming students due to enhanced communication and centralization of duties, and data collection that will help each department to be more targeted in utilization of resources.

Program Directors – Summer Residential Governor’s School (SRGS) at Radford University

The program directors (potentially Theatre/Cinema, Art, Dance, and Music) will liaise with Departmental Recruitment Coordinators on prospective student contacts, and with SRGS Executive Director who will organize the adjudications across the state and increase the number of Radford University personnel in SRGS leadership positions. (Currently, many are filled by non-Radford University personnel.) It will also allow preparation time for the four-week residential summer program. This could have an impact on recruitment, giving us direct contact with some of the most talented high school students in the state as well as increase contact with high school directors/teachers/programs through the adjudication process.

Assessment Coordinator

The reassignment could develop into a larger, college-wide responsibility or could be a department coordinator that may potentially combine assessment with accreditation work. This faculty member will liaise with the Office of Institutional Effectiveness and Quality Improvement, assure compliance with the yearly program assessment in TK-20 and general education assessment for the REAL curriculum. The outcomes would include working to ensure that all CVPA programs are using data to identify a change intended to improve student learning, providing training for faculty to implement best practice through coursework, and potentially publishing assessment data for college reports.

Other Possibilities for CVPA:

There are several ways to continue to improve faculty productivity in the CVPA. Examples of this include DEI initiatives like coordinating RCAT groups for the AY23-24 Quality Enhancement Plan on closing racial equity gaps; or, appointing a Faculty Engagement/Student Success Coordinator who would develop workshops for faculty/advisors on Starfish and D2L, coordinate with Highlander Success Center advisers to address students-of-concern and retention, and building community within all of CVPA.

A new CVPA Ambassadors/LLC Faculty Liaison could organize scheduling and use of Ambassadors at university recruiting and community building events and could coordinate with CVPA Communications officer on social media and website and develop programming for the Community of Artists in Trinkle Hall.

Lastly, we could provide reassignment for developing online/hybrid courses or programs (wellness, for example), CBE certificates/micro-credentials, or achieving ACUE or Quality Matters certification for those interested in online programs or those teaching full-time in our fully online M.F.A. in Design Thinking.

## **College of Humanities and Behavioral Sciences**

### Mock Trial High School Tournament Recruitment

This project involves members of our recently launched Mock Trial team and their coach, Mr. Don Martin, Instructor of Criminal Justice, engaging in a recruitment and retention activities. Mr. Martin will invite members of the team to train to serve as judges at regional high school Mock Trial tournaments. There are more than 150 high school students from 20 teams involved in high school Mock Trial competition. Mr. Martin and the student volunteers will then participate in these tournaments and recruit students to come to Radford and join our team. This initiative targets recruitment but it also impacts retention, involving current Highlanders and promoting their sense of ownership of the process.

### History Community Building via Social Media

Dr. Richard Straw, Professor of History, may invite students to reexamine the past in his courses, but his engagement with students is squarely focused on using the latest communication technologies to do so. This project involves Dr. Straw curating several history-focused news streams and redirecting them through channels tailored to the interests and courses within the Department of History. Dr. Straw intends to draw current History majors into dialogue using streams such as Twitter, Facebook, and other channels to highlight resources that are germane to the topics being considered across the span of the Department's course offerings. The goal is to draw students into a tighter community and thus increase retention among declared majors and minors.

### Criminal Justice Living and Learning Community

The Living and Learning Community (LLC) model has been well tested at Radford University and at other institutions; however, faculty have not always enjoyed the ability to lead such communities given their heavy teaching loads. The Faculty Redeployment Strategy will enable sufficient relief from traditional classroom commitment for Dr. Steven Owen, Professor of Criminal Justice, to lead the first LLC dedicated to Criminal Justice students. Such a community will feature shared spaces, tailored programming, and faculty interaction, all of which are targeted at improving first year retention.

### Expanding Internship Opportunities

As more and more students perceive value in internship experiences prior to graduation, connecting them to more sites has grown to be imperative. Although the Department of History maintains a number of partner institutions, such as the Glencoe Museum in Radford, having even more opportunities would be ideal. Dr. Suzanne Ament, Professor of History, will reach out to several sites across the region and in areas such as NOVA and Richmond to build pipelines for student opportunities. Having even more well-defined internship opportunities will support student success and retention.

## **Waldron College of Health and Human Services**

### Communication Sciences and Disorders (COSD) Study Hall

The COSD Study Hall aims to provide academic support to students outside of the classroom and create a sense of community. Faculty within the program have converted their office hours to study halls. Already, the Study Hall model has seen student attendance exceed traffic for traditional office hours. However, students who are not strong advocates and are less comfortable initiating requests for help are not attending. We intend to measure who is attending and track their attendance in Starfish. We will analyze the relationship between attendance and performance and collect qualitative feedback from faculty and students on the overall effectiveness of the Study Halls.

### Clinical Placements

Hospitals, clinics, schools, prisons, etc. (over 850 clinical contracts, 32 states and D.C.)

### Recruitment Events

High schools, graduate fairs, “pre” clubs at other universities, online mixers.

### Early Assurance Admissions Programs

Physical Therapy and Social Work

### Engage with Student Organizations

Wheelchair basketball, activity nights for preschoolers, Halloween events, etc.

### Co-Curricular Activities

Bradley Free Clinic, Stroke support groups, Homeless population counts, Field Day events.

## **College of Education and Human Development**

### Mentorship of At-risk Students

This initiative will begin with an initial meeting within the first two week of the semester, in which faculty will develop individualized plans to get the students on track. This will entail talking through the previous semester, GPA, attendance in courses, barriers to attending classes/completing work, identifying any supports (tutoring, writing assistance, counseling, etc.) that need to be put in place and facilitating this. The faculty member will hold regular check-in meetings with students to monitor their academic progress and to assist them with challenges and/or issues. The faculty member will also meet with the students for a mid-term check-in meeting to review midterm grades, discuss potential course withdrawals, and connect students to any needed campus resources and supports. To determine the

effectiveness of this initiative, the following student outcome data will be reviewed: (1) end of term GPA; (2) cumulative GPA; (3) academic performance; and (4) academic standing.

#### Student Recruitment of the Virginia Governor’s Schools and Health Science Academies

The goal of this initiative is to recruit high performing students in Virginia’s Governor’s Schools and Health Science Academies into our undergraduate health-related preparation programs. Faculty will contact the program directors of the Governor’s Schools and Health Sciences Academies to share information about our programs, and to schedule campus visits for students interested in careers in the Allied Health fields. Faculty will also plan campus experiences for students (i.e., visit and engage in lab spaces, attend classes, meetings with current students in our programs, meetings with program faculty, campus tour, etc.). This program will be evaluated, in part, on increased student recruitment and enrollment in our health-related programs.

#### Virtual Academy for Provisionally Licensed Teachers

The Virtual Learning Academy will provide provisionally licensed teachers with the professional studies coursework required for a ten-year renewable teaching license and targeted professional development that will help them to successfully navigate their first year of teaching. The required professional studies coursework will be delivered through Radford University’s competency-based education (CBE) (self-paced) model, while also providing the learner individualized instructor feedback and follow-up to ensure mastery of content knowledge and its pedagogical application. Faculty will collaborate with the IMPACT Lab to develop the eight self-paced professional studies courses and the virtual professional development series. The expected outcome from this initiative is an increase in enrollment in our graduate level professional education courses and to also increase the retention of probationary teachers across the Commonwealth.

#### Teacher Apprenticeship Program

The Teacher Apprenticeship Program aims to address the critical shortage of licensed professional teachers in Southwest Virginia. The development of this program will be in collaboration with three school divisions (Montgomery County, Radford City, and Roanoke City) to create a no-cost pathway into the teaching profession. The teacher apprenticeship program will focus on developing teachers from the local community, such as high school students and paraeducators, and will be designed to remove barriers to entering and persisting in a teacher preparation program. The program will be offered at no cost to participants and will include a paid, multi-year residency for anyone earning a bachelor’s degree, and it leads to dual certification in elementary and special education. There are several expected positive outcomes from this program: (1) increase enrollment in our undergraduate elementary education program; (2) provide an opportunity for students to “earn while they learn”; (3) assist school divisions improve the skills of their current employees; and (4) help school divisions “grow their own teachers.”

## **Artis College of Science and Technology**

### Mathematics and Statistics Assistance Center

*Drs. Ojas Davé and Jobriath Kaufman, Mathematics and Statistics*

Develop the Mathematics and Statistics Assistance Center in a dedicated room in Whitt Hall, offering tutoring, study halls and help sessions to students in all math and statistics courses, provided by faculty and peer mentors. The facility will create a community hub for the math students.

### Biology Advising and Program Navigation

*Drs. Karen Powers and Jamie Lau, Biology*

The project will centralize advising and train advisors for biology majors, improve communication of how students can engage with the biology program and faculty, create the “Pathways to Success” videos/posters/web media plan, and use these resources to help recruit new students.

### Outreach for Greenhouse and Selu Conservancy

*Ms. Stephanie Huckestein, Biology*

This project creates new opportunities for the community to engage with our greenhouse and Selu Conservatory, raising the profile of these facilities and Radford University, generate excitement about our curriculum, and engage our students in creating and leading these outreach activities. These outreach programs will be evaluated, in part, on increased recruitment and retention.

### Mathematics Advising and Program Navigation

*Dr. Anthony Dove, Mathematics and Statistics*

The project will centralize advising and train advisors for mathematics and statistics majors, improve communication of how students can engage with the mathematics program and faculty, collaborate with the College of Education and Human Development on helping prepare our students for their final year seeking licensure at Radford University.

### Undergraduate Student Research Coordinator

*Dr. Steven McBride, Biology*

This project aims to establish a formalized mechanism for recruiting incoming freshmen in a faculty mentored undergraduate research experience within the Artis College of Science and Technology. This includes promoting the research opportunities, creating introductory programs that connect students and faculty, and creating a seminar series that promotes student research and develop communication skills of the students. Undergraduate research experience is among the strongest high-impact practices on student learning, retention, and graduation rates, and we will evaluate this program for success in these areas.

## Section 4 – Officers

**A. Officers.** The officers of the Board are Rector and Vice Rector.

**B. Election and Terms.** The officers are elected by the Board at the annual meeting of the Board and shall serve a term of one year.

- 1. Nominating Committee.** ~~The Rector will appoint a Nominating Committee and designate the Chair of the Committee. The Governance, Administration and Athletics Committee acts as the Nominating Committee for officers of the Board.~~ The Committee is to call for nominations from members of the Board annually, following the last regular meeting of the Board. Nominations from members are to be submitted in writing to the Chair no later than ten days after that call. The Committee will meet prior to the annual meeting to determine which nominations will be presented to the Board. The Committee may offer more than one nominee for an office.
- 2. Nominations from the Floor.** Nominations from the floor will be taken.

# End of Board of Visitors Materials

