RADFORD UNIVERSITY

2018-2023 Strategic Plan

Embracing the Tradition and Envisioning the Future

Academic Excellence and Research
Fall 2018 Updates

Strategy 1A: Require students in each degree program to complete program components in which critical thinking and reasoning skills, written and oral communication skills and characteristics of professionalism are taught and demonstrated so that students can synthesize and apply these skills to solve local and global problems.

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Green = Progress is on track.

Describe progress toward target: The CORE Writing Center (for students in CORE 101 and 102) was created in 2017. In collaboration with the Harvey Knowledge Center, the CORE Writing Center works on enhancing the foundational writing skills of students. The Harvey Knowledge Center, reimagined and re-tooled during the Fall 2018 semester, provides tutoring and student support in academic skills, including technical and discipline-specific writing skill development.

Describe challenges: There was a failed search for the Director of the CORE Writing Center during the Spring 2018 semester. Additional resources and investments are needed in order to build the Writing Center.

Who are you collaborating with? Division of Academic Affairs (Academic Colleges and Harvey Knowledge Center); Division of Finance and Administration; Division of Student Affairs (Office of Student Success and Retention)

Does strategy overlap with other goal/strategy? If so, which one? Student Success 1B and 2C

Describe next steps: Next steps include the following: re-launch search for Director of the CORE Writing Center and increase collaboration between the CORE Writing Center and the Harvey Knowledge Center.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: The College of Humanities and Behavioral Sciences budget assisted in the following areas: supporting faculty in providing services to the CORE Writing Center, repurposing a faculty position for the Director of the CORE Writing Center (from English), investing in CORE faculty with adjuncts to provide writing support for students; and space in the College of Humanities and Behavioral Sciences Building for the CORE Writing Center. Also, the Harvey Knowledge Center build-out in McConnell Library on 4th floor, included new space, furniture and materials.

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) on behalf of the Academic Affairs Leadership Team

Strategy 1B: Provide educational opportunities for students that help them learn creative problem-solving and reasoning skills through collaboration across degree programs, experiential/high-impact practice and interprofessional experiences.

Green = Progress is on track.

Describe progress toward target: Recent progress includes the following activities:
- Interprofessional symposium in the College of Visual and Performing Arts, the Waldron College of Health and Human Services; and the College of Education and Human Development through case studies;
- COBE 200 offering for the Fall 2018 semester for students campus-wide in order to develop critical thinking, reasoning and communication skills;
- BB&T Innovation Competition where students learn from an innovative process;
- Google Analytics Challenge by providing students ability to work with non-profit groups across the country;
- Enhanced freshman and senior seminars in the College of Visual and Performing Arts;
- Utilization of critical thinking and reasoning skills embedded into instruction; and
- Interdisciplinary Living and Learning Communities with support for 151 students and the addition of two new Living and Learning Communities beginning with the Fall 2018 semester.

Describe challenges: It is difficult to capture and track all examples across campus due to the volume of activity. There is a need for increased funding for campus events that are cross-disciplinary and inter-disciplinary with students from as many disciplines as possible. There is a critical need for students to increase their collaboration and communication skills.

Who are you collaborating with? Division of Academic Affairs (All Colleges)

Does strategy overlap with other goal/strategy? If so, which one? N/A

Describe next steps: Next steps include expanding faculty professional development for instructional modes and methods.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: N/A

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) on behalf of the Academic Affairs Leadership Team

Strategy 1C: To meet the needs of a diverse population of students, expand delivery modes and methods of instruction and develop a flexible academic calendar, e.g., face-to-face, online and hybrid models, competency-based education and augmented/virtual reality.

Green = Progress is on track.

Describe progress toward target: The Vinod Chachra IMPACT Lab provides competency-based education utilizing a business to business model. Through strategic partners, the Lab provides students with a world-class education through an online platform. The initiative was publicly launched in September 2017. As detailed in the 2018 Annual Report, year one accomplishments include the following:

- First four-year public university in Virginia to offer CBE certificates in cybersecurity and geospatial intelligence;
- 13 cybersecurity and geospatial intelligence partners resulting in 40 adult learners;
- Largest grant in the history of the university ($13.9 million);
- 464 education adult learners from four different states; and
- Major gift from Vinod Chachra, Ph.D., and naming of the lab in his honor.

Describe challenges: N/A

Who are you collaborating with? Vinod Chachra IMPACT Lab; Division of Academic Affairs; Division of Enrollment Management; and Division of Finance and Administration

Does strategy overlap with other goal/strategy? If so, which one? N/A

Describe next steps: Next steps include expanding strategic partners, student enrollment and available programs.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: N/A

Name of person completing this Strategic Plan Progress Report: Chief of Staff and Vice President for University Relations Ashley Schumaker

Strategy 2A: Promote lifelong learning and an appreciation of what it means to be a service provider and leader in tomorrow's world of health sciences, healthcare and human services through engagement by and student participation with faculty in original and innovative research; high-quality mentorship by faculty; experiential learning opportunities that are diverse and inclusive; and support of faculty and student scholarship via interprofessional opportunities both on campus and in the community.

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Green = Progress is on track.

Describe progress toward target: Athletic Training, Allied Health Sciences and Nutrition and Dietetics have grade point average (GPA), certification/license exams and criteria to gain admittance to the programs and rigorous testing to remain in the programs.

Strict criteria are in place for Nursing, Physical Therapy and Occupational Therapy programs with rigorous standards for entrance and completion requirements.

Describe challenges: Academic support needs to be enhanced for freshmen who are interested in obtaining entrance into health care and health sciences programs, which have rigorous standards.

Who are you collaborating with? Division of Academic Affairs (All Colleges)

Does strategy overlap with other goal/strategy? If so, which one? N/A

Describe next steps: With the merger of Jefferson College of Health Sciences into Radford University, there will be increased opportunities for students.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: N/A

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) on behalf of the Academic Affairs Leadership Team

Strategy 2B: Create public and private partnerships in which faculty and students will engage in health sciences, healthcare and human services throughout the Roanoke and New River valleys and across the region.

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Green = Progress is on track.

Describe progress toward target: In January 2018, Radford University joined with Carilion Clinic and Jefferson College of Health Sciences to announce the intent to merge the Roanoke health sciences campus and related programs into Radford University. Since that time, more than 100 individuals in Roanoke and Radford have been working collaboratively to bring the merger to life. Fall 2018 efforts were focused on reviewing programs and staffing; developing a financial plan; and preparing the required state and accreditator documents. There has also been a communication and outreach plan that has been utilized to provide e-mail updates, host small group meets, maintain a website and distribute a monthly newsletter.

Describe challenges: N/A

Who are you collaborating with? Campus-Wide Partners

Does strategy overlap with other goal/strategy? If so, which one? N/A

Describe next steps: Next steps include the following: securing state and accreditator approvals and executing the merger for the Fall 2019 semester.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: N/A

Name of person completing this Strategic Plan Progress Report: Chief of Staff and Vice President for University Relations Ashley Schumaker

Strategy 2C: Implement cooperative agreements with entities, such as other higher education institutions and healthcare agencies throughout the Roanoke and New River valleys and across the region, to offer a wider range of bachelor's, master's and doctoral degree programs relating to health sciences, healthcare and human services.

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Green = Progress is on track.

Describe progress toward target: Interprofessional Education opportunities continue to grow with collaborative experiences for faculty and students with two case studies per year in the Waldron College of Health and Human Services; College of Visual and Performing Arts; College of Education and Human Development; and Davis College of Business and Economics. Also, there are on-going discussions between Jefferson College of Health Sciences and Radford University to combine the two centers of Interprofessional Education and Practice.

Describe challenges: There needs to be additional personnel that are dedicated to this effort. Also, defining interprofessional practice more succinctly is important within programs, across departments, and within colleges.

Who are you collaborating with? Division of Academic Affairs (All Colleges)

Does strategy overlap with other goal/strategy? If so, which one? N/A

Describe next steps: Build Interprofessional Education and Practice Center through the following activities:
- Identify an approach, guidelines, programs and offerings;
- Define needed resources;
- Promote campus-wide for optimum collaboration; and
- Determine if it physically "lives" on both campus sites (Radford and Roanoke).

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: N/A

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) on behalf of the Academic Affairs Leadership Team
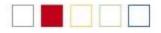
Strategy 2D: Provide opportunities through which students in health sciences, healthcare and human services programs will consistently engage in high-impact practices and interprofessional experiential opportunities.

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Red = No progress has been reported.

Strategy 3A: Promote an awareness and working knowledge of cybersecurity through engagement by and student participation with faculty in original and innovative research, including scholarship that addresses cyber safety in the workforce; high-quality mentorship by faculty; experiential learning opportunities that are diverse and inclusive; and support of faculty and student scholarship via collaborative opportunities both on campus and in the community.

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Red = No progress has been reported.

Strategy 3B: Create public and private partnerships in which faculty and students will engage in information and physical security arenas across the region.

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Red = No progress has been reported.

Strategy 3C: Implement cooperative agreements with community colleges and public schools to offer pathways for students to pursue information safety and security certificate and degree programs.

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Green = Progress is on track.

Describe progress toward target: Agreements with Northern Virginia Community College and New River Community College have been developed.

Describe challenges: Additional partnerships are needed in order to provide greater opportunity for current and future students.

Who are you collaborating with? Division of Academic Affairs and Division of Enrollment Management

Does strategy overlap with other goal/strategy? If so, which one? N/A

Describe next steps: New partnership opportunities will continue to be identified and cultivated.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: N/A

Name of person completing this Strategic Plan Progress Report: Chief of Staff and Vice President for University Relations Ashley Schumaker

Strategy 3D: Provide opportunities through which students in information safety and security programs will be consistently engaged in high-impact practices and co-curricular experiential opportunities.

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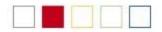
Red = No progress has been reported.

Strategy 4A: Define a new or existing position for advancing all research, scholarship and creative activities on campus; the position will serve on the Academic Affairs Leadership Team with the responsibility for advancing research on campus.

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Red = No progress has been reported.

Strategy 4B: Create public and private partnerships through which faculty and students will engage in research, scholarship and creative activities.

Red = No progress has been reported.

Strategy 4C: Create systematic rewards and incentives, such as recognition of independent studies and research credit hours in teaching assignments, for faculty to mentor students, produce scholarship and seek funding.

Red = No progress has been reported.

Strategy 4D: Increase scholarly participation and productivity by creating a robust summer research, scholarship and creative activities program.

Red = No progress has been reported.

Strategy 4E: Provide incentives and support for embedding research, scholarship and creative activities in required classes within majors and for all students, particularly those from underrepresented groups.

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Green = Progress is on track.

Describe progress toward target: The REALISE Grant Program provides professional development and training to develop problem-based learning opportunities in introductory science lab courses. REALISE has provided funding for faculty to develop inclusive pedagogy for introductory science lab courses. High Impact Teaching and Learning Grants: provides funding for faculty who embed high impact practices and experiences into their coursework with 31 faculty with a total investment of $12,500 during the 2017-2018 academic year. The Office of Institutional Effectiveness provides grant funding to faculty for assessment of high impact pedalogical practices in coursework. Also, the Davis College of Business and Economics provides SEED funding for Women and Minorities Entrepreneurship Scholarships.

Describe challenges: N/A

Who are you collaborating with? Division of Academic Affairs (All Colleges)

Does strategy overlap with other goal/strategy? If so, which one? N/A

Describe next steps: Next steps include continued implementation of the aforementioned activities with expansion in future semesters.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: N/A

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) on behalf of the Academic Affairs Leadership Team

Strategy 4F: Create systematic faculty development, such as learning communities, for mentoring research students, grant writing and publishing.

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Green = Progress is on track.

Describe progress toward target: The following progress has been made:
- Creation of Executive Director of Faculty Development position;
- Increased and enhanced support from the Office of Undergraduate Research and Scholarship (OURS);
- Restructuring of Faculty Development opportunities; including diversity and inclusion, leadership development, academic and scholarly support and Living-Learning Communities involvement;
- Support for living and learning communities in College of Visual and Performing Arts; the Davis College of Business and Economics; the College of Education and Human Development; Office of the Sustainability; and the Office of Undergraduate Research and Scholarship (OURS);
- Office of Sponsored Programs and Grants Management provides services in research and grants advisement and grant writing editorial assistance with centralized pre- and post-award support to principal investigators;
- The Waldron College of Health and Human Services' Let's Get Wired in fall and spring celebrates faculty and student research collaborations; and
- The Waldron College of Health and Human Services' Annual Interprofessional Symposium and Expo.

Describe challenges: N/A

Who are you collaborating with? Division of Academic Affairs (All Colleges)

Does strategy overlap with other goal/strategy? If so, which one? N/A

Describe next steps: Student Success 1A, 1D and 1E

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: N/A

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) on behalf of the Academic Affairs Leadership Team