

RADFORD UNIVERSITY

College of Graduate
Studies and Research

Annual Report from the Dean

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July 1, 2019 - March 26, 2020

This report outlines the various activities undertaken during my first cycle as Dean for the College of Graduate Studies and Research. My initial appointment began July 1, 2019. The College of Graduate Studies and Research encompasses three primary areas, the Graduate College, the Research Compliance Office, and the Office of Sponsored Programs and Grants Management

Initial Steps

Although my first official day at Radford University as Dean of the College of Graduate Studies and Research was July 1st, I began making visits to campus in mid-June after arriving in town. Dr. Orion Rogers, who was serving as the interim Dean of CGSR invited me to join him for a variety of meetings as my schedule allowed. I attended several meetings shadowing Dr. Rogers, meeting with the CGSR staff in each of the three major units with the College.

During the summer and the fall and spring semesters, I have focused on meeting faculty and staff to learn about Radford academic programs, the various functional units, campus processes and practices, and the campus culture. My motto has been **“Try to meet someone new every day”**.

Research Compliance Office

Summary of RCO Operations and Engagement

- Met with RCO staff – Research Compliance Manager and graduate assistants
- Maintained RCO staffing needs and hired new Research Compliance Manager
- Met with Institutional Review Board (IRB) and Institutional Animal Care and Use Committee (IACUC) leadership
- Oversaw implementation of new IRB Manager software for submission of IRB research protocols
- Completed CITI training for IRB and IACUC board members, as well as training for conflict of interest and Institutional Officials (IO).
- Toured vivariums in CHBS and ACSAT
- The Research Compliance Office was moved from CHBS to Buchanan House to offer more support from the College of Graduate Studies and Research.

RCO Staffing

The Research Compliance Office (RCO) has been in a period of transition and in need of greater attention from CGSR. The Research Compliance Manager resigned in March 2019, and a temporary compliance manager had been hired. It had been hoped that the hiring process for a permanent compliance manager would be ready to begin upon my arrival in July; however, delays had not allowed this to happen. The interim compliance manager's 120-day appointment expired in early July, and he did not continue beyond that time. This created an immediate need for an experienced person to run the day-to-day operations of the RCO. Dr. John Brummette had previously overseen RCO in his prior role as acting Associate Dean for CGSR. I asked if he would be willing to oversee the RCO during the summer, and he graciously agreed to take on the RCM duties for the remainder of the summer until the start of classes in August.

Following Dr. Brummette's departure from the RCO in August, I asked Ms. Teri Hills to take on day-to-day operations of the Research Compliance Office. Ms. Hills is a Graduate Student Support Specialist in the Graduate College, and she had prior experience assisting with RCO operations. She maintained RCO functions and provided IRB Manager support for faculty from late August until December. These duties were carried out on top of her normal position within the Graduate College. For her significant efforts I recognized her with an Acknowledgement for Extraordinary Contribution during her annual evaluation for service above and beyond her regular duties within the Graduate College.

The search for the permanent Research Compliance Manager began in earnest in September. The pool of applicants was relatively thin, and through the process we learned that the initial salary was not competitive within the market and needed to be adjusted in order to fill the position with a qualified compliance research professional. Candidates were reviewed and interviewed in October. A final offer was made in November and accepted by Ms. Anna Marie Lee who began work in early December.

IRB Manager

Dr. Brummette assisted in the final stages of implementing the new IRB Manager software system for electronic IRB proposal submissions. IRB Manager replaced the InfoEd software system used previously. Dr. Brummette produced training materials and conducted OurTurn training sessions for faculty in August. Although the transition to IRB Manager from InfoEd has required some adjustment by faculty, it has received mostly favorable reviews in comparison to InfoEd. A formal survey of user experiences with IRB Manager will be undertaken to determine overall satisfaction and calls for possible improvement. RCO plans to create a similar process using IRB Manager for submission of animal use protocols for consideration by IACUC.

Institutional Official

In January I was appointed by President Hemphill as the **Institutional Official** for Radford University, and assumed responsibilities for making sure Radford meets Federal regulations for IRB and IACUC functions. With this new role I asked to **create a Research Compliance Leadership Team** in which the Research Compliance Manager and IRB and IACUC leaders and I would meet to share ideas and discuss topics of interest to increase communication and sharing of common issues related to research on Radford campuses.

Sponsored Programs and Grants Management

The Office of Sponsored Programs and Grants Management (SPGM) is overseen by CGSR; however, day-to-day operations is managed by SPGM Director, Tom Cruise. SPGM manages grant proposal application processing for both internal and external grants, provides grant management services for funded grant awards, and offers training and support for faculty and staff with interests in pursuing grant funding.

The previous 2018-19 academic year represented one of the most productive years for Radford University grant applications, with more than \$10 million in external funding to Radford. 2019-20 appears to be tracking similarly with record funding so far, and the year is still not complete!

Year	Applications	Funded	\$ Awards
2019-20*	44	25	10,158,217
2018-19	68	37	10,010,806
2017-18	74	52	5,847,197

SPGM Collaboration with Hanover Research

SPGM has been working with **Hanover Research**, a higher education consulting firm with expertise in marketing and grantsmanship. In collaboration with Hanover Research, SPGM has sponsored the following services for faculty interesting in pursuing grant funding opportunities:

- Grant Proposal Writing Workshop - 31 faculty from RU and RUC attended. (Sept)
- Grant review and consulting services - Three (3) grants reviewed by Hanover Research during the contracted period; these grants are still pending review at the time of this report's submission.
- Tom Cruise and I worked with Hanover Research to develop a Faculty Grant Needs Assessment Survey. The survey was distributed in January – February 2020. Results are currently being evaluated by SPGM and Hanover Research to provide guidance on grants services Hanover Research may be able to provide to faculty and staff. Results of the survey will influence programming at a grant writing workshops to be offered in the coming fall of 2020.

Tom Cruise presented a grant writing workshop at the Southwest Virginia Higher Education Center in Abingdon, VA. Due to the significant demand two sessions were held, filling with 50 attendees each.

Scholarly Activities Committee

In conjunction with SPGM, I act as the chair of the **Scholarly Activities Committee**. Its activities include:

- SEED Grant proposal review - Proposals were reviewed monthly September through April. Nine (9) proposals have been reviewed for this academic year, and thus far, four (4) proposals have been funded.

- Faculty Development Professional Leave application review – Thirteen FDPL applications were submitted and reviewed by SAC. Applications were ranked in priority and forwarded to the Provost for consideration of support for 2020-21 academic year. (Jan)

The Graduate College

The Graduate College has the largest staff of all CGSR units and comprises the greatest number of functions and duties to oversee and manage.

- Budget and Resource Management
- Graduate Recruitment and Admissions
- Graduate Student Services and Support
- Graduate Assistantships and Financial Assistance
- Academic Policies and Procedures
-

Staff Management

I began my appointment by meeting with Graduate College staff individually to become familiar with their positions, job duties, and the internal processes of the College. There were several staffing issues within CGSR to be addressed over the past 8 months, particularly within the Graduate College and Research Compliance Office units.

- Emergency Interim Research Compliances Manager –Dr. John Brummett was appointed. (July-Aug)
- Temporary Research Compliance Office staff – Ms. Teri Hills was appointed to oversee day-today operations of RCO. (Sept – Dec)
- Research Compliance Manager – Search was conducted in fall 2019 and successfully filled by Ms. Anna Marie Lee. (Dec)
- Due to a staff member’s extended leave within the Graduate College a temporary administrative assistive was hired. (July - Jan)
- Two of three positions with the Graduate College’s Admissions staff were open, significantly impacting the processing of admissions applications. A search was initiated for the open Manager of Graduate Admissions position and successfully filled by Mr. Zach Johnson. (Dec)
- The CSSR Associate Dean position was being held in an interim basis by Dr. George Santopietro during the Spring and summer of 2019, in addition to his primary duties as Assistant Provost for Academic Operations. Dr. Amy Rubens, Associate Professor of English, was appointed interim Associate Dean in February 2020.

Budget Management and Planning

The budget for the College Graduate Studies and Research totals nearly \$3.2 million for all CGSR operating unit budgets and staff salaries. Significant support is provided to graduate students.

- The Graduate College provides more than \$1.9 million in assistantships (stipends and tuition support) for graduate students (GAs, GTAs and GTFs).

- The Graduate College provides \$25,000 in Student Professional Development Awards to support travel of graduate students for conferences attendance to present their work and for professional development activities. Prior to the COVID-19 outbreak and the cancellation of institutionally supported travel, all travel funds had been allocated. However, there were still additional requests for funding, and options were being explored to access additional funds to support student travel and professional development.
 - Examples of Funded Student Professional Development Activities
 - Educational Leadership Conference Collaborating Across Borders
 - Society for Neuroscience Research conducted at Princeton University
 - Virginia Academy of School Psychology Virginia Occupational Therapy Association
- At the request of the Office of Finance and Administration, I worked with CGSR staff from each unit to plan possible budget reductions strategies for the upcoming 2020-21 fiscal year. This was done in a collaborative manner such that CGSR staff priorities were considered. After discussion with staff a series of changes were made to the originally proposed set of reduction strategies and target budget reductions (nearly \$250,000) were still met.

Admissions and Recruitment

The merger with the Jefferson College of Health Sciences (now Radford University Carilion or RUC) added 334 graduate students in the fall of 2019, 104 of which were new students. Enrollment in pre-merger graduate programs totaled 989 students. This is up from 957 in fall 2018 and represents a **3.3 increase in graduate enrollment**, exclusive of new RUC programs. The CGSR Strategic Plan Goal for annual enrollment growth is 3%. Including new RUC program enrollments (334) increases the total growth in graduate enrollment to 38% from fall 2018.

	Enrollment		
Location	Fall 2018	Fall 2019	% Change
RU	957	989	3.3 %
RUC	N/A	334	N/A
Total	957	1323	38%

- In consultation with Phil Hardy, Director of Graduate Recruitment, requests from graduate program coordinators for graduate recruitment funding were reviewed. Just over \$22,000 in funding was approved to provide recruitment materials for individual graduate programs.
- As the director of Graduate Recruitment, Phil Hardy spends a significant time travelling to recruitment fairs and events around Virginia and surrounding states, primarily North Carolina and West Virginia. He and I worked to develop a recruitment travel budget and schedule for attending graduate recruitment events to help better manage the Graduate College budget.

Recruitment Events Attended by CGSR Dean

- Fall Career Fair at RU (Sept)

- Graduate and Professional School Fair at RU (Sept)
- Commonwealth Graduate Education Day (held at UVA, Nov)
- RU Sociology Department Graduate School Panel (Oct)

Graduate Student Service and Support.

The Graduate College provides a number of services to support graduate student needs including:

- Travel Funding for Graduate Student Professional Development
 - Funding and training for Graduate Assistantships
 - Processing of academic petitions
 - Processing and review of graduation applications
 - Final thesis and dissertation format review and approval
 - Adjudication of formal grievances (1*) and formal grade appeals (2*)
- *Indicates the number of grievance or appeals reviewed during the current cycle.

Graduate Student Needs

It has become evident through informal conversations and anecdotes that graduate students are not significantly engaged at Radford beyond their academic programs. Support services are focused on undergraduates, and many graduate students do not know what support services are available to them. In November I asked for volunteers from the Graduate Affairs Council to form a **Graduate Student Needs Working Group**. This group is developing a Graduate Student Needs Assessment to identify the academic and personal needs and wants of graduate students at Radford, RUC, RHEC and SWVAHEC sites and online students. The group will also work toward creating an exit survey for graduating students

Graduate Assistants

GAs provide a variety of service roles for the university, from graduate teaching fellows (GTFs) and teach assistants (GTAs), to service roles as non-teaching graduate assistants (GAs) both internally within graduate programs and externally to academic and nonacademic units. Ms. Michele Ralston in the Graduate College coordinates requests and final assignments for GAs and makes assignments for. This includes managing the financial arrangements of GA stipends and tuition assistance. Assistantships make up nearly 60% of the entire CGSR budget.

Training GTFs, GTA's and GAs so they know what to expect in their assignments is essential to their success not only as a GA, but as a graduate student. I directly oversaw the GTA and GA orientation programs in August prior to the state of classes. These orientations provided instruction on expectations, responsibilities, restrictions, Title IX training, ethics, responding to emergency situations, cheating and plagiarism, and situation/classroom management, among many other topics.

GTF/GTA training was raised as an area of possible concern during the SACSCOC site visit in November. As a result, the Graduate College is in the initial phase of examining how GTFs and GTAs are educated and monitored in their teaching related duties. Initial discussions have taken place, but will

continue with each academic department or program that utilizes GTFs and GTAs as to how graduate students are trained and supervised. We intend to establish a basic, unified graduate assistant education, training and supervision program for all GAs at Radford. Discipline and course specific training would continue to reside within graduate programs and academic departments.

CGSR Sponsored Events

- Graduate College Faculty Meeting (Aug)
- GTA and GA Training Sessions (Aug)
- Graduate School Forum for RU Undergraduates, co-sponsored with Center for Career and Talent Development (Sept)

Advancement and Fund-Raising Activities

Radford has been preparing to enter the public phase of its current capital campaign. The College of Graduate Studies and Research, like the other colleges, has its own assigned fund-raising goal for the capital campaign. Toward that effort I have worked with the Advancement Office to support fund-raising efforts through the following efforts:

- Met with Advancement Office staff to coordinate CGSR fund-raising strategies and efforts
- Attended Capital Campaign Steering Committee meeting (Nov)
- Written thank you notes to donors and contributors
- Met with Advancement Office to coordinate promotional materials for capital campaign

Through these collaborative efforts 59 gifts have been made to the College of Graduate Studies and Research since August totaling more than \$4,500.00.

The following sections comprise a summary of committees and activities I have attended representing CGSR and Radford University

Committee Service

Academic Affairs Leadership Team	Scholarly Activities Committee, Chair
President's Leadership Council	RUC Operations Advisory Group
Graduate Affairs Council, Chair, <i>ex officio</i>	Hazard Mitigation Planning Committee
Academic Policies and Procedures Committee	Dean of Nursing Search Committee
Academic Program Review Committee	

Events Attended

Board of Visitors meetings	Graduate Hooding Ceremony
Academic Affairs Leadership Team Retreat	Highlander Discovery Institute
Capital Campaign Steering Committee Meeting	State of the University Address

Education and Workforce Development Summit	Institutional Effectiveness Day
SACSCOC Site Visit	Sociology Career Day, panelist
SGA Beginning of the Year Banquet	Student Activities Fair
Ruffalo Noel Levitz Retention Consultant	Highlander Festival
Counseling Psychology Interview Day Welcome	50 th Moon Landing Celebration
Appalachian College of Pharmacy MOU signing ceremony	

Community Involvement

I live in the city of Radford, and although, I have lived here only a short time I have attempted to become engaged in a variety of activities in support of various groups.

- Boy Scout Troop adult leader (Sept -)
- Adult volunteer for Radford High School/Dalton Intermediate School Bobcat Theater production of *Shrek Jr, The Musical*. (Nov)
- Blue Ridge Science and Engineering Fair, Judge (Mar)
- Grace Episcopal Church – Fall work day, Shrove Tuesday Pancake Supper volunteer (July -)

Final Acknowledgements

I would like to thank those many individuals who helped me transition into my new position; in particular I want to thank the CGSR staff who have been wonderful to work with and learn from during my first year of service to Radford University. I also want to thank Dr. Orion Rogers for shepherding the College prior to my arrival and for showing me the ropes. I would like to thank all of the faculty and staff I have had the opportunity to meet and work with thus far, and for helping and teaching me about the University. I have learned a tremendous amount, and there is still much to learn. At times it has been a bit like "drinking from a fire hose", but I have always felt welcome by everyone I have met.

In particular, I am greatly appreciative of the assistance of Dr. Brummette and Teri Hills during the summer and fall in the Research Compliance Office. Without their help the RCO would have been rudderless, and impacted faculty research efforts being conducted during the summer and fall terms.