



2018-2023 Strategic Planning Subgroup Submission

Submitted by: Academic Excellence and Research Subgroup Date: 6/8/17

Goal 1:

Radford University will be a leading institution of higher education in the Commonwealth of Virginia to produce students with a high level of applied learning capabilities for productive professional and personal lives.

Strategy:

- A. Radford University will provide skills that every student is required to demonstrate including:
 - 1) Critical thinking and reasoning skills;
 - 2) Written and oral communication skills;
 - 3) Professionalism;
 - 4) Synthesis and application of these skills to solve problems locally and globally.

Key Performance Indicators:

1. Sub-strategy - Radford University will create a central location where writing and oral communication experts (in technical areas of specialties) are available for tutoring and other support throughout the student's 4-year degree program experience. No baseline. **KPI:** Each department or college will determine programmatic and learning outcomes as well as assessed through institutional academic assessment annual process (e.g. Collegiate Learning Assessment plus (CLA+)). (\$200,000)
2. Sub-strategy - Develop and implement best practices for the recruitment and retention of faculty who (a) are from diverse backgrounds and (b) have a demonstrated commitment to excellence in teaching in their respective fields. No baseline. **KPI:** By 2023, incrementally increase and retain faculty from diverse backgrounds by meeting national averages at peer institutions as measured by aggregate average years of service of faculty, and percentage of faculty from diverse backgrounds. (\$1,000,000)
3. Sub-strategy - Consistently offer professional development opportunities to support faculty in developing, embedding, and scaffolding high-impact pedagogies and alternative



delivery modes in the curriculum in order to improve targeted academic skills. **KPI:** Each department or college will determine programmatic and learning outcomes as well as assessed through institutional academic assessment annual process (e.g. Collegiate Learning Assessment plus (CLA+)). (\$1,000,000)

Responsible Party: Office of Academic Assessment, CITL, and Provost's Office

Timeline: 2021

Budget: \$4,000,000



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Goal 1:

Radford University will be a leading institution of higher education in the Commonwealth of Virginia to produce students with a high level of applied learning capabilities for productive professional and personal lives.

Strategy:

- B. Radford University will provide educational opportunities that teach creative problem solving and reasoning skills through collaboration across degree programs and experiential/high-impact practice and interprofessional experiences.
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Key Performance Indicators:

1. **Sub-strategy** - Increase value-added interprofessional education and collaborative opportunities to implement creative critical thinking, reasoning, and problem solving skills. **KPI:** Measured by increased opportunities and student participation within and beyond the classroom (e.g., Idea Riser, COBE/BB&T Innovation Contest). No baseline. (\$500,000)
2. **Sub-strategy** - Consistently offer professional development opportunities to support faculty in developing, embedding, and scaffolding high-impact pedagogies and alternative delivery modes in the curriculum to best address targeted academic skills. **KPI:** Each department or college will determine programmatic and learning outcomes as well as assessed through institutional academic assessment annual process (Collegiate Learning Assessment plus (CLA+)). No baseline. (\$1,000,000)
3. **Sub-strategy** - Will increase the number of high-impact practice experiences scaffolded within and beyond majors/programs (such as first-year experience, undergraduate research, community engagement, international education, e-portfolio, internship/practicum/field placements, capstone projects, learning communities) in which students are engaged, as measured by the standardized assessment (e.g. CLA plus, external assessment), and mapping faculty development to student outcomes. **KPI:** Every student



will engage in at least two high impact practice experiences, as measured by the National Student Survey on Engagement (NSSE) and direct assessment by academic programs, departments, or colleges. No baseline. (\$1,500,000)

4. Sub-Strategy - Career services in conjunction with advisors will track the majority of students' career development plans throughout their academic career using software to facilitate students' abilities to direct their own pathways as well as employment outcomes after graduation. No baseline. **KPI:** Percentage of students tracked and Career Services outcomes surveys. (\$200,000)

Responsible Party: CITL, Career Center, Office of Academic Programs, and Office of Academic Assessment

Timeline: 2022

Budget: \$3,200,000



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Goal 1:

Radford University will be a leading institution of higher education in the Commonwealth of Virginia to produce students with a high level of applied learning capabilities for productive professional and personal lives.

Strategy:

- C. Radford University will expand delivery modes and methods of instruction, and provide a flexible academic calendar to meet the needs of a diverse population of students, including instructional delivery models such as (but not limited to) face-to-face, hybrid, online, competency-based education, and augmented/virtual reality.
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Key Performance Indicators:

1. Sub-strategy - Radford University will expand delivery modes and methods of instruction by 10% to better meet the needs of a diverse population of students, including instructional delivery models such as online and competency-based education and accelerated degree offerings. **KPI:** Baseline = 10% of courses are online and hybrid models. By 2023, 20% of courses offered will be via online and hybrid models. No baseline for CBE. By 2023, 10 CBE and/or accelerated programs will be offered. (\$3,000,000)
2. **KPI:** Radford University will deliver a 30% increase in enrollment by expanding intercession experiences at the university, and generating additional revenue. (\$1,000,000)

Responsible Party: Office of Academic Operations, Office of Academic Programs, College Deans, and Innovation Learning Lab

Timeline: 2022

Budget: \$4,000,000



2018-2023 Strategic Planning Subgroup Submission

Submitted by: Academic Excellence and Research Subgroup Date: 6/8/17

Goal 2:

Radford University will garner recognition for signature academic programs in health sciences, healthcare, and human services across the lifespan.

Strategy:

- A. Radford University will 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 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.

Key Performance Indicators:

1. **KPI:** Rigorous academic demands of the students in the programs offered within health sciences, healthcare, and human services as indicated by board licensure/certification success rates exceeding the national average. (\$500,000)
2. Sub-strategy - Enhance and invest in value-added interprofessional education and collaborative opportunities by creating Center for Interprofessional Education and Practice. **KPI:** Increased number of interprofessional courses, certification programs, new degree programs (for example, healthcare informatics), and international service experiences by 10% of existing number of opportunities. (\$5,000,000)

Responsible Party: Academic Affairs: Provost, Assistant Provosts, and Deans

Timeline: 2020

Budget: \$5,500,000



2018-2023 Strategic Planning Subgroup Submission

Submitted by: Academic Excellence and Research Subgroup Date: 6/8/17

Goal 2:

Radford University will garner recognition for signature academic programs in health sciences, healthcare, and human services across the lifespan.

Strategy:

- B. Radford University will create public and private partnerships in which faculty and students will engage in the health sciences, healthcare, and human services arenas throughout the Roanoke and New Rivers Valleys, and across the region.
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Key Performance Indicators:

1. **KPI:** Increase the number of public and private partnerships and enhance current partnerships that are developed to provide more opportunity for students, faculty and providing resources for the community. (\$200,000)
2. **KPI:** Rigorous academic demands of the students in the programs offered within health sciences, healthcare, and human services as indicated by board licensure/certification success rates exceeding the national average. (\$500,000)
3. Sub-strategy - Enhance and invest in value-added interprofessional education and collaborative opportunities by creating Center for Interprofessional Education and Practice. **KPI:** Increased number of interprofessional courses, certification programs, new degree programs (for example, healthcare informatics), and international service experiences by 10% of existing number of opportunities. (\$5,000,000)

Responsible Party: Provost, Academic Deans, Vice President for University Advancement, and Vice President for Finance and Administration

Timeline: 2020

Budget: \$5,700,000



2018-2023 Strategic Planning Subgroup Submission

Submitted by: Academic Excellence and Research Subgroup Date: 6/8/17

Goal 2:

Radford University will garner recognition for signature academic programs in health sciences, healthcare, and human services across the lifespan.

Strategy:

- C. Radford University will 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 bachelors, masters, and doctoral degree programs across the health sciences, healthcare, and human services arenas.
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Key Performance Indicators:

1. **KPI:** By 2023, increase or augment current cooperative agreements by 10%. (\$200,000)
2. **KPI:** Radford University will maintain rigorous academic demands of the students in the academic programs offered within health sciences, healthcare, and human services as indicated by board licensure/certification success rates exceeding the national average. (\$500,000)
3. Sub-strategy - Enhance and invest in value-added interprofessional education and collaborative opportunities by creating Center for Interprofessional Education and Practice. **KPI:** Increased number of interprofessional courses, certification programs, new degree programs (for example, healthcare informatics), and international service experiences by 10% of existing number of opportunities. (\$5,000,000)

Responsible Party: Academic Affairs: Provost, Deans, Vice President for Enrollment Management, and Vice President for Finance and Administration

Timeline: 2020

Budget: \$5,700,000



2018-2023 Strategic Planning Subgroup Submission

Submitted by: Academic Excellence and Research Subgroup Date: 6/8/17

Goal 2:

Radford University will garner recognition for signature academic programs in health sciences, healthcare, and human services across the lifespan.

Strategy:

- D. Radford University will provide opportunities through which students in health sciences, healthcare, and human services programs will be consistently engaged in high-impact practices and interprofessional experiential opportunities.
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Key Performance Indicators:

1. **KPI:** Increase the number of opportunities and student participation in high impact and interprofessional experiences (e.g. Interprofessional and Education Practice Symposium, Service Learning Programs). Each student in these disciplines will engage in at least three high impact/interprofessional experiences. (\$500,000)
2. Sub-strategy - Enhance and invest in value-added interprofessional education and collaborative opportunities by creating Center for Interprofessional Education and Practice. **KPI:** Increased number of interprofessional courses, certification programs, new degree programs (for example, healthcare informatics), and international service experiences by 10% of existing number of opportunities. (\$1,000,000)

Responsible Party: Academic Affairs: Provost, Assistant Provosts, and Deans

Timeline: 2020

Budget: \$1,500,000



2018-2023 Strategic Planning Subgroup Submission

Submitted by: Academic Excellence and Research Subgroup Date: 6/8/17

Goal 3:

Radford University will garner recognition for signature academic programs that provide expertise to enhance information safety and security for Virginians and the global community.

Strategy:

- A. Radford University will promote an awareness and working knowledge of information safety and security through:
 - o Engagement by and with faculty in original and innovative research, including scholarship that addresses cyber safety in the workforce;
 - o High-quality mentorship by faculty;
 - o Experiential learning opportunities that are diverse and inclusive;
 - o Support of faculty and student scholarship via collaborative opportunities both on-campus and in the community.
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Key Performance Indicators:

1. Sub-strategy - Radford University will re-articulate targeted degree/certificate programs to a competency-based system permitting "competency-mapping" that can be applied to assess meeting criteria for courses and degree programs.
 - Design a system of assessing experiences and life achievements that applies to respective course credit;
 - Design a competency-based structure based on identification of the highest demand majors for these populations;
 - Develop a marketing strategy to inform these populations of this alternative option for degree or certificate completion; and
 - Increase education efforts to best clarify competency-based education to prospective students and employers.

KPI:

- a. Increase the number of degree/certificate programs by 2 per year to a total of 10 by 2023.
- b. Programs will be self-sustaining by 2022 through revenue generated. (\$1,000,000)



2. Sub-strategy - Radford University will target and market to non-traditional student populations who would best benefit from a competency-based option for pursuing and ultimately completing a desired degree or certificate. **KPI:** Increase nontraditional student population by 10% per year through 2023. **KPI:** Programs will be self-sustaining through revenue generated by 2023. (\$273,600)
3. **KPI:** Radford University will gain or maintain rigorous academic demands of the students in the academic programs offered within safety and security programs as indicated by disciplinary standards in the industry (e.g. recognitions, accreditations, certifications). (\$100,000)
4. Sub-strategy - Establish centers of excellence to support the implementation of the signature program:
 - o Radford University Security Studies Initiative and Summer Institute. **KPI:** Increased student enrollment in program by 10% through 2023. (\$616,000)
 - o The Geohazards and Unmanned Systems Research Center. **KPI:** Increased student enrollment in program by 10% through 2023. (\$175,000)**KPI:** Programs will be self-sustaining through revenue generated by 2023.
5. Sub-strategy - Enhance and invest in value-added interprofessional education and collaborative opportunities including a new course (Introduction to Security Information) available to all students. **KPI:** Increased number of interprofessional courses, certification programs, new degree programs (such as DAIM/MBA), and international service experiences by 10% of existing number of opportunities. (\$1,771,400)

Responsible Party: Academic Affairs: Provost, Assistant Provosts, and Deans

Timeline: 2023

Budget: \$3,936,000

NOTE: Per Task Force acceptance, KPIs to include Centers of Excellence metrics related to revenue, patrons served, etc.



2018-2023 Strategic Planning Subgroup Submission

Submitted by: Academic Excellence and Research Subgroup Date: 6/8/17

Goal 3:

Radford University will garner recognition for signature academic programs that provide expertise to enhance information safety and security for Virginians and the global community.

Strategy:

- B. Radford University will create public and private partnerships in which faculty and students will engage in information and physical security arenas across the region.
-

Key Performance Indicators:

1. Sub-strategy - Identify potential public and private partnerships that reinforce the objectives of Radford University Information Safety and Security Initiatives. No baseline.
KPI: At least 2 partnerships will be identified each year through 2023. (\$50,000)
2. Sub-strategy - Increase the number of public and private partnerships that are developed. **KPI:** At least 2 partnerships will be developed each year through 2023. (\$200,000)

Responsible Party: Provost, Deans (CHBS and ACSAT), Information Technology Department Chair, Vice President for University Advancement, Vice President for Finance and Administration, and Vice President for Information Technology

Timeline: 2023

Budget: \$250,000



2018-2023 Strategic Planning Subgroup Submission

Submitted by: Academic Excellence and Research Subgroup Date: 6/8/17

Goal 3:

Radford University will garner recognition for signature academic programs that provide expertise to enhance information safety and security for Virginians and the global community.

Strategy:

- C. Radford University will implement cooperative agreements with community colleges and public schools to offer a pathway for students to pursue information safety and security certificate and degree programs.
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Key Performance Indicators:

1. Sub-strategy - Identify potential cooperative agreements that reinforce the objectives of Radford University Information Safety and Security Initiatives. No baseline. **KPI:** At least 2 agreements will be identified each year through 2023. (\$50,000)
2. Sub-strategy - Increase the number of cooperative agreements that are developed. **KPI:** At least 2 agreements will be developed each year through 2023. (\$200,000)

Responsible Party: Academic Affairs: Provost, Assistant Provosts, and Deans

Timeline: 2023

Budget: \$250,000



2018-2023 Strategic Planning Subgroup Submission

Submitted by: Academic Excellence and Research Subgroup Date: 6/8/17

Goal 3:

Radford University will garner recognition for signature academic programs that provide expertise to enhance information safety and security for Virginians and the global community.

Strategy:

- D. Radford University will 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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Key Performance Indicators:

1. **KPI:** Radford University will gain or maintain rigorous academic demands of the students in the academic programs offered within safety and security programs as indicated by disciplinary standards in the industry (e.g. recognitions, accreditations, certifications). (\$100,000)
2. Sub-strategy - Establish centers of excellence to support the implementation of the signature program:
 - o Radford University Security Studies Initiative and Summer Institute. **KPI:** Increased student enrollment in program by 10% through 2023. (\$616,000)
 - o The Geohazards and Unmanned Systems Research Center. **KPI:** Increased student enrollment in program by 10% through 2023. (\$175,000)
3. Sub-strategy - Enhance and invest in value-added interprofessional education and collaborative opportunities including a new course (Introduction to Security Information) available to all students. **KPI:** Increased number of interprofessional courses, certification programs, new degree programs (such as DAIM/MBA), and international service experiences by 10% of existing number of opportunities. (\$1,771,400)

Responsible Party: Academic Affairs: Provost, Assistant Provosts, and Deans

Timeline: 2023

Budget: \$2,487,575

NOTE: Per Task Force acceptance, KPIs to include Centers of Excellence metrics related to revenue, patrons served, etc.



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Date: 6/20/17

Goal 4:

Radford University will increase faculty and student-faculty collaborative research, scholarship, and creative activities externally validated through peer review and supported by grant funding activity.

Strategy:

- A. Radford University will define a new or existing position for advancing all research on campus that serves on the Academic Affairs Leadership Team with the sole responsibility for advancing research on campus.
-

Key Performance Indicators:

- Baseline:
 1. Both the number of faculty and students producing reviewed scholarly works (book chapters, books, textbooks, proceedings, journal articles, manuscripts, monographs, software) within the past three years as determined from Faculty Insight Data.
 2. The total monetary value of grants both submitted and awarded each year, the five-year average is \$19.8 million and \$5.7 million, respectively.
 3. The number of degree programs requiring undergraduate research as a graduation requirement.
 4. Percentage of students participating in undergraduate research by demographics. From the OURS yearly report three groups are currently underrepresented 22.1% of researchers are minority, 33.5% first generation, 35.6% are males, and overwhelmingly they come from only two colleges CSAT and CHBS.
 5. The number of students receiving financial support to conduct research and to present their research.
 6. Number of freshmen/sophomore faculty teams receiving support as part of a specialized freshmen/sophomore research program.
 7. The number of faculty receiving compensation for conducting research, scholarship, and creative activities, such as over the summer.
- Target
 - Annual (if applicable):
 1. Increase the total number of faculty by 10 each year.

RADFORD UNIVERSITY

2. Total yearly monetary value of submitted and awarded grants to increase to \$25 million and \$7 million, respectively.
 3. Add one degree a year that requires its students to participate in research, scholarship, and creative activities.
 4. Baseline needs to be determined for number of students financially supported. The baseline for external student presentations averages about 100 students, a goal would be to increase both the number of funded research students and funded external presentations increases by 5 % a year.
 5. The current baseline is 2 per year, the goal would be to increase this to at least 10 a year.
 6. The baseline number is not available, but in alignment with metric A, the goal would be an increase of 10 faculty per year.
- Comprehensive (2023):
1. Increase the percentage of minority researchers to 25%, first generation to 35%, and males to 40%.
 2. A total increase in students funded to produce scholarship and present at conferences and exhibitions increases by 25%.

Responsible Party: Provost until the position on Academic Affairs Leadership Team is created and filled.

Timeline: Identify and define the position on Academic Affairs Leadership Team during the 2018FY.

Budget: \$1,035,000 budget

- Upper level administration position and administrative assistant support for research \$200,000
- Summer research program for housing, credit hours, faculty support, administrative stipend, and programming \$195,000 (for 35 students)
- Grants with release time, sabbaticals, faculty development, programming \$200,000
- Banking system \$95,000
- Grant end release time \$95,000
- Recognition program \$10,000
- Freshmen/sophomore program \$60,000
- Reorganize OURS: A/P position, administrative support, associate director \$180,000

NOTE: Per Task Force acceptance, review metrics and current data under KPI section.



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Goal 4:

Radford University will increase faculty and student-faculty collaborative research, scholarship, and creative activities externally validated through peer review and supported by grant funding activity.

Strategy:

- B. Radford University will create public and private partnerships through which faculty and students will engage in research, scholarship, and creative activities.
-

Key Performance Indicators:

- Baseline:
 1. Both the number of faculty and students producing reviewed scholarly works (book chapters, books, textbooks, proceedings, journal articles, manuscripts, monographs, software) within the past three years as determined from Faculty Insight Data. The number of students receiving financial support to conduct research and to present their research.
 2. Number of freshmen/sophomore faculty teams receiving support as part of a signature freshmen/sophomore research program.
 3. The number of faculty receiving compensation for conducting research, scholarship, and creative activities, such as over the summer.
- Target
 - Annual (if applicable):
 1. Increase the total number of faculty by 10 each year.
 2. Baseline needs to be determined for number of students financially supported. The baseline for external student presentations averages about 100 students, a goal would be to increase both the number of funded research students and funded external presentations increases by 5 % a year.
 3. The baseline number is not available, but in alignment with metric A, the goal would be an increase of 10 faculty per year.
 - Comprehensive (2023):
 4. A total increase in students funded to produce scholarship and present at conferences and exhibitions increases by 25%.

Responsible Party: Provost until the position on Academic Affairs Leadership Team is created and filled.

Budget: \$1,035,000; see budget sheet for details



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Date: 6/20/17

Goal 4:

Radford University will increase faculty and student-faculty collaborative research, scholarship, and creative activities externally validated through peer review and supported by grant funding activity.

Strategy:

- C. 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.
-

Key Performance Indicators:

- Baseline:
 1. Both the number of faculty and students producing reviewed scholarly works (book chapters, books, textbooks, proceedings, journal articles, manuscripts, monographs, software) within the past three years as determined from Faculty Insight Data.
 2. The total monetary value of grants both submitted and awarded each year, the five-year average is \$19.8 million and \$5.7 million, respectively.
 3. The number of students receiving financial support to conduct research and to present their research.
 4. Number of freshmen/sophomore faculty teams receiving support as part of a signature freshmen/sophomore research program.
 5. The number of faculty receiving compensation for conducting research, scholarship, and creative activities, such as over the summer.
- Target
 - Annual (if applicable):
 1. Increase the total number of faculty by 10 each year.
 2. Total yearly monetary value of submitted and awarded grants to increase to \$25 million and \$7 million, respectively.
 3. Baseline needs to be determined for number of students financially supported. The baseline for external student presentations averages



about 100 students, a goal would be to increase both the number of funded research students and funded external presentations increases by 5 % a year.

4. The current baseline is 2 per year, the goal would be to increase this to at least 10 a year.
 5. The baseline number is not available, but in alignment with metric A the goal would be an increase of 10 faculty per year.
- Comprehensive (2023):
 1. A total increase in students funded to produce scholarship and present at conferences and exhibitions increases by 25%.

Responsible Party: Provost until the position on Academic Affairs Leadership Team is created and filled.

Budget: \$1,035,000; see budget sheet for details



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Date: 6/20/17

Goal 4:

Radford University will increase faculty and student-faculty collaborative research, scholarship, and creative activities externally validated through peer review and supported by grant funding activity.

Strategy:

- D. Increase research participation and productivity by creating a robust summer research program.
-

Key Performance Indicators:

- Baseline:
 1. Both the number of faculty and students producing reviewed scholarly works (book chapters, books, textbooks, proceedings, journal articles, manuscripts, monographs, software) within the past three years as determined from Faculty Insight Data.
 2. The total monetary value of grants both submitted and awarded each year, the five-year average is \$19.8 million and \$5.7 million, respectively.
 3. The number of students receiving financial support to conduct research and to present their research.
 4. The number of faculty receiving compensation for conducting research, scholarship, and creative activities, such as over the summer.
- Target
 - Annual (if applicable):
 1. Increase the total number of faculty by 10 each year.
 2. Total yearly monetary value of submitted and awarded grants to increase to \$25 million and \$7 million, respectively.
 3. Baseline needs to be determined for number of students financially supported. The baseline for external student presentations averages about 100 students, a goal would be to increase both the number of funded research students and funded external presentations increases by 5 % a year.
 4. The baseline number is not available, but in alignment with metric A the goal would be an increase of 10 faculty per year.
 - Comprehensive (2023):
 1. A total increase in students funded to produce scholarship and present at conferences and exhibitions increases by 25%.

Responsible Party: Provost until the position on Academic Affairs Leadership Team is created and filled.

Budget: \$1,035,000; see budget sheet for details



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Goal 4:

Radford University will increase faculty and student-faculty collaborative research, scholarship, and creative activities externally validated through peer review and supported by grant funding activity.

Strategy:

- E. Provide incentives and support for embedding and scaffolding research in required classes within majors to expose all students, particularly those from underrepresented groups.
-

Key Performance Indicators

- Baseline:
 1. The number of degree programs requiring undergraduate research as a graduation requirement.
 2. Percentage of students participating in undergraduate research by demographics. From the OURS yearly report three groups are currently underrepresented 22.1% of researchers are minority, 33.5% first generation, 35.6% are males, and overwhelmingly they come from only two colleges CSAT and CHBS.
- Target
 - Annual (if applicable):
 1. Add one degree a year that requires its students to participate in research, scholarship, and creative activities.
 - Comprehensive (2023):
 2. Increase the percentage of minority researchers to 25%, first generation to 35%, and males to 40%.

Responsible Party: Provost until the position on Academic Affairs Leadership Team is created and filled.

Budget: \$1,035,000; see budget sheet for details



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Goal 4:

Radford University will increase faculty and student-faculty collaborative research, scholarship, and creative activities externally validated through peer review and supported by grant funding activity.

Strategy:

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

Key Performance Indicators:

- Baseline:
 1. Both the number of faculty and students producing reviewed scholarly works (book chapters, books, textbooks, proceedings, journal articles, manuscripts, monographs, software) within the past three years as determined from Faculty Insight Data.
 2. The total monetary value of grants both submitted and awarded each year, the five-year average is \$19.8 million and \$5.7 million, respectively.
 3. Percentage of students participating in undergraduate research by demographics. Based on the OURS yearly report, three groups are currently underrepresented: 22.1% of researchers are minority, 33.5% first generation, 35.6% are males; overwhelmingly, they come from only two colleges: CSAT and CHBS.
- Target
 - Annual (if applicable):
 1. Increase the total number of faculty by 10 each year.
 2. Total yearly monetary value of submitted and awarded grants to increase to \$25 million and \$7 million, respectively.
 - Comprehensive (2023):
 3. Increase the percentage of minority researchers to 25%, first generation to 35%, and males to 40%.

Responsible Party: Provost until the position on Academic Affairs Leadership Team is created and filled.

Budget: \$1,035,000; see budget sheet for details