

# RADFORD UNIVERSITY

## DEAN COLLEGE OF GRADUATE STUDIES AND RESEARCH

Radford University, located in Radford, Virginia, seeks an accomplished and visionary academic leader with a strong record as both a teacher and a scholar for the position of Dean of the College of Graduate Studies and Research. Radford has set a strategic priority for growing and enhancing the University's graduate programs and research opportunities to complement its undergraduate curricula. The next Dean has the opportunity to leverage the College's rising reputation in support of innovative program growth, increased enrollments, heightened research engagement, and augmented external funding for scholarly and creative endeavors.

### **About Radford:**

Radford University is a comprehensive public university of more than 9,400 students that has received national recognition for many of its undergraduate and graduate academic programs, as well as its sustainability initiatives. Radford University serves the Commonwealth of Virginia and the nation through a wide range of academic, cultural, human service and research programs. Well known for its strong faculty/student bonds, innovative use of technology in the learning environment and vibrant student life on a beautiful 204-acre American classical campus, Radford University offers students many opportunities to become involved and succeed in and out of the classroom. The University offers 67-degree programs in 38 disciplines and four certificates at the undergraduate level; 22 master's programs in 17 disciplines and three doctoral programs at the graduate level; 11 post-baccalaureate certificates and one post-master's certificate. A Division I member of the NCAA and Big South Athletic Conference, Radford University competes in 16 men's and women's varsity athletics. With more than 270 clubs and organizations, Radford University offers many opportunities for student engagement, leadership development, and community service.

Radford University serves its students through a wide range of academic, cultural, human service, and research programs. First and foremost, the University emphasizes teaching and learning and the process of learning in its commitment to the development of mature, responsible, well-educated citizens. Radford University develops students' creative and critical thinking skills, teaches students to analyze problems and implement solutions, helps students discover their leadership styles, and fosters their growth as leaders. Toward these ends, the University is student-focused and promotes a sense of caring and of meaningful interaction among all members of the University community. Research is viewed as a vital corollary to the teaching and

learning transaction as it sustains and enhances the ability to teach effectively. Radford University believes in the dynamics of change and has a strong commitment to continuous review, evaluation, and improvement in the curriculum and all aspects of the University, so as to meet the changing needs of society.

## **Mission, Vision, and Values:**

### **Mission:**

*As a mid-sized, comprehensive public institution dedicated to the creation and dissemination of knowledge, Radford University empowers students from diverse backgrounds by providing transformative educational experiences, from the baccalaureate to the doctoral level, within and beyond the classroom. As an inclusive university community, we specialize in cultivating relationships among students, faculty, staff, alumni and other partners, and in providing a culture of service, support and engagement. We embrace innovation and tradition and instill students with purpose and the ability to think creatively and critically. We provide an educational environment and the tools to address the social, economic and environmental issues confronting our region, nation and the world*

### **Vision:**

*Radford University aspires to be the premier, innovative, student-centered university in the Commonwealth of Virginia and beyond with a keen focus on teaching, research and service.*

### **Values:**

- **Student Empowerment and Success** — *We engage and support our students in the discovery and pursuit of their own unique paths.*
- **Excellence** — *We expect our community to strive for the highest standards.*
- **Inclusiveness** — *We are committed to a spirit of cooperation and collaboration, embracing and honoring the diversity of our community.*
- **Community** — *We foster relationships and a culture of service within and beyond our university community.*
- **Intellectual Freedom** — *We encourage and defend a fearless exploration of knowledge in all its forms.*
- **Innovation** — *We inspire and support creativity in research, scholarship, pedagogy and service.*
- **Sustainability** — *We are committed to integrating sustainable practices into all aspects of our operations and engage students across the curriculum to learn, discover and contribute to positive current and future environmental solutions.*

## **FAST FACTS**

Total number of students: 9,418  
Undergraduate: 8,418  
Graduate: 1,000  
Female/male ratio: 59% to 41%  
Students of color: 30%  
Students from Virginia: 94%  
% of students receiving aid: 60%  
First- to second-year retention: 75%  
Total number of full-time faculty and staff: 460 and 523, respectively  
Academic calendar: Semester  
Student/faculty ratio: 16 to 1  
Average Class Size: 31  
Endowment: \$44.9 million  
College athletics affiliation: NCAA I Big South Conference  
2017-18 Tuition and fees: \$10,627 (In-state)  
\$22,262 (Out-of-state)  
2017-18 Room and board: \$9,131

## History:

Radford University was established by the General Assembly as the State Normal and Industrial School for Women in 1910 and has been in continuous session since its 1913 opening. The School became Radford State Teachers College in 1924 and was authorized to award the Bachelor of Arts degree in 1935. In 1944, the School was consolidated with the Virginia Polytechnic Institute as its Women's Division and renamed Radford College. The General Assembly severed the formal affiliation of Radford College with Virginia Tech in 1964, and an autonomous administration was established for Radford College. The College also was authorized to grant the Master of Science degree. In 1972, after almost 60 years as an all-women's college, Radford became coeducational and in 1979 was granted university status by the General Assembly.

## ACCOLADES FOR RADFORD UNIVERSITY

### "Best Colleges and Universities in the Southeast"

– The Princeton Review, 2004 – 17

### "Best Regional Universities" in the South

– U.S. News & World Report, 2013, 2014, 2015, 2016, 2017, 2018

### "Top Public Schools" – South - #15

– U.S. News & World Report, 2018

### "College of Distinction"

– Colleges of Distinction, 2016 and 2017

### "Best Bang for the Buck" Universities

– Washington Monthly Magazine, Sept.-Oct. 2013, Sept.-Oct. 2014, Sept.-Oct. 2015, Sept.-Oct. 2016, Sept.-Oct. 2017

### "Best Value Colleges"

– The Princeton Review, 2013, 2014

### "Best Colleges for Your Money"

– MONEY, 2017

A full list of accolades for Radford University can be found [here](#).

Today, Radford University is a coeducational, comprehensive institution with undergraduate, graduate, and doctoral programs. In the last 20 years, enrollment has increased dramatically.

### Location:

Radford University is located in the city of Radford (population 15,859), 36 miles southwest of Roanoke, Va., on Route 11 and I-81 in the New River Valley, close to the beautiful Blue Ridge Mountains of Virginia. The University atmosphere is residential. Most students live in University residence halls or in private apartments and houses within walking distance of the campus.

The University grounds and facilities are conveniently arranged, beautifully maintained, and effectively designed to meet the academic, personal, and extracurricular needs and interests of the students. The City of Radford and the surrounding region provide a rich variety of cultural and leisure activities. Outdoor enthusiasts will find the University's location along the New River provides opportunities to hike, kayak, fish, swim and camp. Dozens of bicycling and hiking trails are accessible within less than a 30-minute drive, including access points to the Appalachian Trail and Jefferson National Forest.

Downtown Radford is home to a variety of locally owned shops and restaurants. Meanwhile, a retail hub providing a regional mall and major chain stores and restaurants is less than 10 miles from campus.

### The Campus:

The University's 204-acre campus is in a residential section of the city of Radford. Most of the University's 20 administrative, academic, and student service buildings and 15 residence halls are on two large quadrangles in a 76-acre area.

In fall 2016 the College of Humanities and Behavioral Sciences (CHBS) proudly announced the opening of its [new home](#). Designed by the Mosely Architects of Virginia Beach, the new 143,600-square-foot, \$52.8 million academic building houses all of the College's academic units as well as the Dean's office and is the largest academic building on campus. The state-of-the-art space features a 90-seat tiered classroom, multiple collaborative learning spaces for student use, office space, integrated inquiry environments and the CHBS Advising Center. It also features a mock trial/moot courtroom, a television studio, a forensic laboratory, and an Emergency Management Center.

The \$49 million, 114,000-square-foot [Center for the Sciences](#) was opened in January 2016. It has been home to a number of special events and outreach efforts. Reed and Currie Hall, the building adjoining the Center for the Sciences, is also undergoing a [\\$34 million renovation](#) that will enhance STEM, cyber education, and innovation at the University.

The student recreation and wellness center provides approximately 110,000 square feet of wellness, fitness, and recreation space in a visually open and expansive multi-height building. Located between Hurlburt Hall and the Covington Center for the Visual & Performing Arts, the center includes a hardwood court area adaptive for basketball, volleyball, and other intramural/sport activities. There is a fitness/wellness area that offers a variety of equipment and exercise options, including free weights and cardio areas. The center opened in December 2014.

Natural forest growth, unusual rock formations, the surrounding hills and the New River provide a scenic setting for the University. Radford is not completely immune to the extremes of summer and winter weather, but the climate is basically temperate, with hot days and cool nights in the summer and cool to cold weather in the winter. Fall and spring months in the Appalachian Highlands bring some of the most enjoyable weather to be found anywhere on the East Coast. Points of interest for the visitor to Radford and the surrounding areas include Claytor Lake and the scenic Blue Ridge Parkway. Claytor Lake, off Interstate 81 in Pulaski County, offers picnicking, camping, boating, swimming and hiking areas.

The Radford University Foundation owns a 376-acre tract of land known as the [Selu Conservancy](#). The conservancy, which borders the Little River and is about five miles southeast of the campus, was received in two separate donations. John H. Bowles donated the original 185 acres in fall 1989; four additional members of the Bowles family donated 191 acres of adjacent land in spring 1991. Through various campus departments, students are able to use this continuous tract in studies of ecology and botany, mapping geological features, as a model in resource management and maintenance formation on actual building techniques as well as cultural and oral histories. In addition to its educational opportunities, the conservancy offers a glimpse of Southwest Virginia's distinctive landscape and resources.

Facilities include conference and meeting spaces which are uniquely designed as part of The Barn and Observatory at Selu. The Barn serves as a research center and observatory. The first floor is a science laboratory, and the second floor contains meeting rooms and classrooms. The Selu Observatory, which adjoins The Barn, is designed to resemble a silo. The Farmhouse at Selu is an authentic replica of a 1930s homestead.

## **Strategic Plan: Embracing the Tradition and Envisioning the Future**

It is no secret that today's higher education institutions face challenging times, and Radford University is not immune. Like others, it is experiencing change at an unprecedented rate, and, while change itself is challenging, keeping up with change is even more challenging. The good news is that Radford University understands what is happening on campus and beyond and is ready to meet the challenges it faces. Its view is a positive one in that these challenges are opportunities to elevate Radford University to a new normal where creativity and innovation lead the way to limitless possibilities.

[Radford University's strategic plan](#) will focus on the following factors:

- Academic Excellence and Research
- Brand Identity
- Economic Development and Community Partnerships
- Philanthropic Giving and Alumni Engagement
- Strategic Enrollment Growth
- Student Success

With a distinct focus on sustaining Radford's historically strong undergraduate programs, the next Dean of the College of Graduate Studies and Research will play a key strategic role in strengthening Radford's position in research while expanding and enhancing graduate programs and enrollments at the University.

### **Accreditation:**

Radford University is accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) to award baccalaureate, master's, educational specialist, and doctoral degrees.

### **Academics:**

Radford University provides limitless opportunities for learning, growth, and collaboration. The University is committed to the development of mature, responsible, well-educated citizens. In addition to acquiring a diverse body of knowledge, Radford University graduates will possess a love of learning and a range of intellectual skills that enable them to meet the challenges and realize the promise of living in a complex, multicultural, and ever-changing world.

The University has 460 full-time faculty. Class sizes are small, and most classes are taught by full-time, tenure-track faculty. The faculty is consistently recognized for their performance and commitment to teaching. A number of faculty are Fulbright Scholars, and each year the University recognizes faculty for outstanding teaching, research, and service.

The centerpiece of the [University Core](#) is a series of four interdisciplinary courses in Core Foundations. These courses synthesize skills in critical thinking, oral and written communications, technology and information literacy, and ethical reasoning. The academic experience at Radford is also highlighted by a multitude of [high impact practices](#), which aim to give students hands-on and experiential opportunities, offer students a chance to engage in

challenging and academically stimulating activities, give students a chance to become stronger citizens through service learning, and support students throughout their time at the University.

*Colleges:*

- [College of Business and Economics](#)
- [College of Education and Human Development](#)
- [Waldron College of Health and Human Services](#)
- [College of Humanities and Behavioral Sciences](#)
- [Artis College of Science and Technology](#)
- [College of Visual and Performing Arts](#)
- [College of Graduate Studies and Research](#)

*IMPACT Program:*

Radford University is delivering [Innovative Mobile Personalized Accelerated Competency Training \(IMPACT\)](#): a competency-based education (CBE) workforce development program. IMPACT is a first-of-its-kind program among four-year public institutions in Virginia. Presently, IMPACT offers a cybersecurity certificate program delivered online in an asynchronous, self-paced manner. The program is available at a fixed cost, regardless of the timeframe in which it is completed.

Radford University's IMPACT program has helped garner national attention for the University. Thanks to a generous gift from Dr. Vinod Chachra, an internationally recognized lecturer, consultant, and innovator in the field of information system planning, these innovative programs will be housed in the recently named [Vinod Chachra IMPACT Lab](#). The IMPACT program was also awarded a [\\$14 million grant](#) by the U.S. Department of Education's Supporting Effective Educator Development (SEED) Grant Program. The SEED grant will expand IMPACT to include Appalachian Support for Specialized Education Training (ASSET), which includes the development, implementation and evaluation of online, self-paced, competency-based education (CBE) training designed to increase teacher effectiveness and workforce capacity in underserved rural communities in Appalachia. The next Dean will have the opportunity to build upon the success of Radford's IMPACT program to expand professionally-based certificate programs for working professionals that will meet the demand in the New River region, the Commonwealth of Virginia, and the nation.

*The McConnell Library:*

[McConnell Library](#) and its staff of helpful librarians support student and faculty research, scholarship, and the free and open exploration of ideas. Specific services include library instruction, research help, interlibrary loan and adaptive technology. The library has a large collection of books, DVDs, journals, archival materials, and multimedia equipment for academic and recreational use. Thousands of electronic resources can be accessed from anywhere in the world. The diversity of spaces and furnishings allows for everything from individual quiet study spaces to group media rooms. Library services, collections, and spaces are designed to invite and inspire learning and intellectual and artistic creativity.

### *International Education:*

Radford University is committed to providing its students with essential opportunities to engage in international opportunities and strives to provide a welcoming and competitive learning environment for international students. Through the University's [International Education Center](#), students can learn more about the various study abroad opportunities available to them. The Center also serves as a one-stop-shop for international students to obtain important information or participate in cultural events.

### **Graduate Studies and Research:**

Many fields that once employed graduates with bachelor's degrees now prefer to hire those with master's degrees. Radford University is meeting the challenge of educating men and women in a wide variety of fields including business administration, nursing, music, art, English, criminal justice, communication, social work, psychology, occupational therapy, physical therapy, communication disorders, data and information management, and a variety of areas within the field of professional education. The Dean of the Graduate College is responsible for administering all post-baccalaureate programs at Radford University leading to Educational Specialist, Master of Fine Arts, Master of Business Administration, Master of Arts, Master of Occupational Therapy, Master of Social Work, Master of Science, Doctor of Nursing Practice, Doctor of Physical Therapy and Doctor of Psychology degrees. The College also offers graduate-level courses and Post-Baccalaureate Certificates for teachers seeking recertification and for students who have already earned a bachelor's degree but who are not seeking a further degree.

Graduate studies at Radford University are designed to give the student advanced knowledge in a special field of study, higher levels of professional competence, an understanding of and respect for scholarly research and a sophisticated knowledge of the techniques of continued, lifelong intellectual growth. These goals are achieved through coherent orderly programs of study, investigation and supervised practical experiences that are carefully planned by each individual student in consultation with a graduate faculty advisor and a graduate advisory committee. Each student's progress through the program is monitored by the graduate faculty advisor and by the Graduate College office through the various stages of admission to the Graduate College, progression through a program of study, formulation and completion of a thesis or dissertation (if one is to be written), administration of a comprehensive examination and finally, application for graduation.

The Graduate College functions as the Office of Admissions for graduate students, consulting with each department or program office on each application for admission before making final decisions. The Graduate College consists of the Dean, College staff, the Office of Sponsored Programs and Grants Management, and the graduate faculty in various departments of the University. A Graduate Affairs Council, made up of representatives from the graduate programs and a student representative chosen by the Graduate Student Council, advises the Dean on the administration of graduate studies and makes recommendations to the Provost concerning graduate courses, curricula, academic standards and policies.

### **Mission of Graduate Studies:**

Within the mission of the University, the mission of the Graduate College is to provide high quality graduate programs in selected areas of study in order to meet the needs of the

Commonwealth of Virginia, the nation and the international community with education beyond the level of the baccalaureate.

### Goals of Graduate Studies at Radford:

- To provide high quality graduate degree programs in fields in which:
  - there are needs for people with such qualifications.
  - prospective students seek such advanced qualifications.
  - the University can devote the requisite human and material resources.
- To provide advanced educational opportunities beyond the baccalaureate for professionals and others who are:
  - not seeking a graduate degree.
  - already have a graduate degree but who need to develop new knowledge and skills to meet changing conditions.
  - seek to continue to keep current with advancing knowledge in their specialties.
- To enhance the academic environment of the University by:
  - attracting qualified students.
  - giving faculty the opportunity to teach their specialties at an advanced level.
  - fostering research and creative activity among graduate students and faculty.
- To assure that the graduate student's experience in Radford's programs is a coherent experience of intellectual growth, enabling each student to meet reasonable academic, intellectual, and professional goals.

### Graduate Programs:

#### Master of Arts

- [Communication Sciences and Disorders, M.A.](#)
- [Criminal Justice, M.A.](#)
- [English, M.A.](#)
- [Music, M.A.](#)
- [Psychology, M.A.](#)
- [Education, M.S.](#)
- [Educational Leadership, M.S.](#)
- [English, M.S.](#)
- [Literacy Education, M.S.](#)
- [Music, M.S.](#)
- [Psychology, M.S.](#)
- [Special Education, M.S.](#)
- [Strategic Communication, M.S.](#)

#### Master of Business Administration

- [Business Administration, M.B.A.](#)

#### Master of Fine Arts

- [Art, M.F.A.](#)

#### Master of Occupational Therapy

- [Occupational Therapy, M.O.T.](#)

#### Master of Science

- [Communication Sciences and Disorders, M.S.](#)
- [Counseling and Human Development, M.S.](#)
- [Criminal Justice, M.S.](#)
- [Data and Information Management, M.S.](#)

#### Master of Social Work

- [Social Work, M.S.W.](#)

#### Doctor of Nursing Practice

- [Nursing, D.N.P.](#)

#### Doctor of Psychology

- [Psychology, Psy.D.](#)

#### Doctor of Physical Therapy

- [Physical Therapy, D.P.T.](#)

#### Educational Specialist

- [School Psychology, Ed.S.](#)

## Certificate

- [Appalachian Studies Graduate Certificate](#)
- [Autism Studies Certificate](#)
- [Bioethics Certificate](#)
- [Crime Analysis Certificate](#)
- [Design Thinking Certificate](#)
- [Interprofessional Gerontology Certificate](#)
- [Mathematics Education Certificate](#)
- [Professional Writing Certificate](#)
- [Psychiatric Mental Health Nurse Practitioner Certificate](#)
- [Teaching Language Arts in the Digital Age Certificate](#)

## Research:

Radford University has a vibrant research community. Research is an active part of academic life at the University where hands-on research experience is provided for both graduate and undergraduate students in most disciplines. Faculty are supported and encouraged to pursue research in their area of expertise singly and collaboratively with either or both their peers and their students.

Faculty are involved in various fields of research across the academic spectrum. They are committed to the discovery of new ideas and evolving knowledge. Recognized as leaders around the globe, faculty members are forging new paths of learning and enlightenment which will, in turn, help to shape the future of each discipline.

### *Sponsored Programs and Grants Management (SPGM):*

Sponsored Programs and Grants Management (SPGM) is the pre- and post-award administration office for all externally sponsored projects for Radford University. SPGM provides assistance in proposal budget development and proposal submission. The office also reviews and signs off on all proposals to external sponsors. All contracts with the University which involve sponsored projects are reviewed, negotiated, and executed by SPGM.

SPGM works with researchers, departmental administrators, and other administrators to resolve problems of institutional cost sharing, contractual terms, and budget matters. Changes to the accounts, communication with sponsors, and project closeout are also coordinated through SPGM. SPGM reviews and advises the Radford University research community on matters of new or revised federal and state laws, rules, and regulations that affect research administration.

### *Research Compliance Office:*

The Research Compliance Office administers Radford University's [IACUC \(Institutional Animal Care and Use Committee\)](#), [IRB \(Institutional Review Board\)](#), [Research Integrity Office](#), and [Export & Foreign Travel](#). The services provided include guiding faculty and students through the steps of protocol development, where needed, and protocol processing and review. The office staff is also available to speak to classrooms and other groups to help get projects off to an efficient start.

## **The Deanship of the College of Graduate Studies and Research:**

The Dean of the College of Graduate Studies and Research reports to the Interim Provost and Vice President of Academic Affairs and serves as a collaborative and engaged member of the Academic Affairs leadership team. The Dean serves as the primary advocate and liaison for the College's associated faculty in matters of curriculum, policy, program development, enrollment management, and resource allocation, while advancing grant-related initiatives.

### *Essential duties and responsibilities*

- Be a strong voice representing the College with internal and external constituencies;
- Foster a climate of collaboration and shared purpose within the College and across University programs;
- Exercise strong academic administrative leadership in a shared governance context to plan, develop, and administer all aspects of the College programs, activities, and personnel;
- Provide leadership in maintaining the highest academic standards and working closely with faculty, staff, and student leaders to provide quality educational programs;
- Lead the development and implementation of University strategic plans at the College level, including efforts to enhance and expand academic programs and certificates at the graduate level, increase research opportunities, and increase support for students and faculty;
- Explore new models in graduate education that will develop new revenue streams and provide assistantships to graduate students;
- Provide oversight for the development of new programs and the continued growth of current programs;
- Supervise and support, in collaboration with Admissions, efforts by programs within the Graduate College to recruit and retain students;
- Pursue opportunities to grow external funding in the forms of grants, endowments, scholarships, etc., from private and public sources to support University initiatives to increase research productivity;
- Lead efforts to attract and retain research scientists to the University;
- Ensure that there are adequate resources and programs to support the continued professional development of faculty and staff members;
- Prepare reports on academic issues and trends, including enrollments, and use relevant data for academic programs, staffing, and facility needs; and
- Serve as a member of Academic Affairs Leadership Team and in shared governance with the Faculty/Deans Council, the President's Council, and other University committees as needed.

### *Opportunities for Leadership*

#### Facilitating Growth and Change

Radford University has a distinct commitment to its students in and out of the classroom, and has faculty, staff, and administrators who are fully vested in the success of the University's students. Radford is committed to developing a strong reputation in graduate studies and enhancing its work in research, scholarship, and creative activity. The next Dean will have the ability to work effectively across campus to develop essential relationships with diverse stakeholders ranging

from academic groups, students, executive leadership, enrollment management, University relations, human resources, and financial resources. There is also a stated intent to merge the [Jefferson College of Health Sciences into Radford University](#). This is an opportunity to springboard the visibility of Radford's graduate programs, especially in the health sciences, while expanding the University's presence in the region. This is also an outstanding opportunity for a strategic leader to evaluate Radford's current business model in graduate education and make recommendations on what type of model will work best to continue delivering quality programs, support the expected growth in graduate education and research, and develop new revenue streams.

#### Ensuring Academic Excellence in Graduate Studies

Efforts to ensure academic excellence include balancing enrollment, retention, and reputation; creating more synergies through interdisciplinary approaches and scholarly activities; expanding the University's research expertise; encouraging and enabling students to perform at higher levels of learning and engagement; adopting more innovative pedagogies and encouraging more high-impact practices; and offering more in-demand degrees, certificates, and programs. The next Dean will lead efforts to evaluate, develop, and enhance academic offerings at the graduate level, while developing an overall environment that will attract high-quality graduate students from across the country and the world.

#### Continuing Radford's Growth in Research

With a proud tradition of teaching and a recent expansion in research, Radford University has the opportunity to accelerate in the areas of teaching excellence and intellectual discovery. The University will look to develop an infrastructure that supports faculty members in their scholarly endeavors, while providing opportunities for undergraduate and graduate students to engage in research efforts to help solve real-world problems. The next Dean will have the opportunity to work collaboratively with faculty from across the University through the Office of Sponsored Programs and Grants Management to foster a culture of research at Radford University by developing a supportive environment and ensuring professional development opportunities will be available. Developing this culture will include providing the leadership necessary to effectively attract research scientists with the goal of growing the volume of grants and awards and increasing the level of research productivity at Radford.

#### Growing Graduate Enrollments

Radford University has the opportunity to continue growing by identifying, reaching, and maintaining an ideal student body size and student profile. Such activities include focusing recruitment efforts on target student populations, offering new or enhanced programs in emerging fields, and identifying innovative ways for students to earn a degree or certificate. With a strategic goal to increase graduate student headcounts by three percent annually through 2023-2024, the Dean will collaborate with the University's enrollment management and marketing teams, explore new models in providing assistantships to graduate students, and have a key working knowledge of national trends and best practices in graduate student admissions processes. The next Dean will have the opportunity to expand enrollment with both traditional and non-traditional graduate students. Radford has well-established competency-based education and graduate certificate programs for working professionals, and the University has a strong desire to leverage online and other innovative delivery methods for its graduate programs. The Dean will have an appreciation for and understanding of how to create a welcoming and supportive learning environment for both traditional and non-traditional graduate students. In

additional, the next Dean will have the support to explore and seek out new and diversified revenue streams and revenue generating models in graduate education.

#### Ensuring a Commitment to Diversity and Developing Global Citizens

Radford University is very proud of its diverse learning community on campus, especially at the undergraduate level, and will be looking to make further enhancements to the diversity of its students at the graduate level. There are several opportunities to diversify Radford's graduate student population, by effectively and strategically marketing its graduate programs and developing stronger graduate assistantships and incentive structures to attract students. There are also essential opportunities to expand the University's international footprint with the development of additional international partnerships and exchange programs for faculty and students. The success of these initiatives will not only enhance the graduate programs and research experiences but will continue the University's goal of developing students to have broader international understandings to become global citizens and leaders in the future.

#### Working Across the University to Increase Interdisciplinary Collaborations

Radford University offers a diverse array of graduate programs that are geared to students who desire to become practitioners in their fields and to students who want to focus on more scholarly and creative activities. The College of Graduate Studies and Research is connected to the other academic colleges at Radford and is charged with integrating a variety of disciplines and interests into the development of programs and support for research, grants, and scholarship. One area the next Dean will address is how to foster stronger collaborations among the associated faculty at the different colleges in the enhancement of Radford's graduate programs, while identifying key opportunity areas where interdisciplinary collaborations can be used to secure new grants and sponsored programs.

#### Supporting and Developing Faculty

Radford University has a well-established reputation for a dedicated faculty committed to teaching excellence in the classroom. As the University continues its strategic goal of building its research agenda, the next Dean will play a key role in providing resources for faculty to identify grants to support an expanding research portfolio. Establishing relationships across the University will be essential for the next Dean to gain an understanding of distinct needs and to help identify areas for ongoing professional development. The next Dean should have an understanding of the variety of graduate programs and research needs at the University and how to facilitate a balance between prioritizing research and scholarly activity with faculty members' established responsibilities in teaching, mentoring, and ensuring student success.

#### *Desired Skills and Attributes*

The successful candidate will possess the appropriate earned doctorate or terminal degree in her or his field, a distinguished record of teaching and scholarship/creative productivity, and exemplary experience in academic administration reflective of the University's own high standards. Beyond that, the successful dean will be:

- a visionary of proven academic leadership, knowledgeable about the current and future trends in graduate education and enrollment, who will inspire and motivate others;
- an inclusive and strategic decision-maker who is a superb listener, builds consensus, prioritizes well, and communicates decisions with alacrity and care;

- a fair and equitable leader with a deep understanding of and respect for the University's commitment to a relationship-centered learning, living, and working environment;
- a person capable of managing a complex enterprise who optimizes the effectiveness of dedicated faculty and staff and supports them in their professional development;
- an entrepreneurial individual with financial acumen who will aid the College and University in matching aspirations with finite resources while thinking creatively about growth opportunities and new revenue models;
- a teacher-scholar committed to creating holistic learning experiences for students and supporting faculty in employing an interdisciplinary approach in teaching, learning, and scholarship across the University;
- a person with the willingness and interpersonal skills to be proactive in establishing internal and external relationships that will promote and support current and future graduate programs and research activities at the University while also capitalizing on opportunities to enhance the reputation of the College and University;
- a person of global perspective who is committed to diversity and inclusion in its many forms and to supporting it in ways consistent with the ethos of the University; and
- a supporter and proponent of the mission, strategic initiatives, service orientation, and core values of Radford University.

### **Information for Candidates**

All nominations and applications shall be confidential. Requests for information and all written nominations and applications should be directed to:

**Ms. Julie E. Tea, Partner**  
**Dr. R. Thomas Fitch, Partner**  
**Mr. Brian Bustin, Associate**  
**Storbeck/Pimentel & Associates, LP**  
[RadfordDean18@storbecksearch.com](mailto:RadfordDean18@storbecksearch.com)  
**484-263-5534**

Applications will be received until the position is filled, but in order to ensure full consideration by the search committee, applicants are encouraged to have all required materials on file by August 31, 2018.

*Radford University is an equal opportunity and affirmative action employer. Women, minorities, veterans, and persons with disabilities are encouraged to apply.*