

DEANS' ANNUAL REPORTS  
MARCH 2016-MARCH 2017

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# RADFORD UNIVERSITY

## College of Business and Economics

### Dean's Annual Report to the Faculty

George S. Low

March 26, 2016 – March 24, 2017

#### Introduction

Since arriving at Radford University as Dean of the College of Business and Economics in July of 2014, I have learned that I cannot accomplish anything of significance on my own. In the past two and a half years, my efforts to advance the College and University have been successful only because of the dedication and hard work of a team of talented COBE faculty, staff, students, alumni, other stakeholders and university administrators. I view my role simply as a facilitator, mentor, coach, supporter, advocate, and cheerleader. To the extent that the faculty, staff, students, and as whole, the College, succeed, I feel a great deal of satisfaction for having played a small part in helping them to achieve their full potential.

#### Goals for 2016-2017 (from last year's report)

1. Advocate for continuous improvement within the University and in the College.
  - a. Work with the new President and Provost to explore potential models for Responsibility Centered Management that would be beneficial to the College and entire University.
  - b. Lobby for streamlined administrative systems that are paperless and less cumbersome and more efficient.
  - c. Advocate for additional faculty and administrative staff positions to address needs within the College.
  - d. Actively participate in the next University strategic planning process.
  - e. Represent the College across campus by demonstrating our COBE values of professionalism, excellence, service, and collaboration.

2. Execute the comprehensive implementation plan for the College mission/strategy focusing on innovation and analytics by working with and on behalf of the faculty and departments in the following areas:
  - a. Support the faculty in the College with their teaching, research, and service responsibilities. Reach out to them, encourage them, recognize their accomplishments, and acknowledge their efforts.
  - b. Help the faculty by striving to develop a positive College culture of transparency, fairness, shared governance, assistance, and recognition that all ideas and contributions are valued.
  - c. Consider curriculum revisions, new majors/programs, both undergraduate and graduate.
  - d. Co-curricular programs, global partnerships and experiences, experiential learning, internships and career preparation, and stronger links to University High Impact Practices including honors, Scholar-Citizen, Learning Communities, and International Education.
  - e. Continue to offer an annual campus-wide Business Plan Competition, focusing on innovation and analytics.
  - f. Launch the Center for Innovation and Analytics.
  - g. Launch the COBE Fellows Program.
  - h. Plan and implement an annual “Business Boot Camp” two-day event for COBE students focusing on career opportunities and preparation in January, 2017.
  - i. Align College budget allocations with strategic priorities in the implementation plan, with responsible committees and individuals, and performance metrics for ongoing tracking and assessment.
  - j. Work closely with the University Administration and Board of Visitors to secure funding to implement the College Strategic Plan.
3. Prepare for the next AACSB continuous improvement review by strengthening faculty research efforts, assessment and curriculum improvements, and more closely aligning the activities of the College with the Strategic Plan.
  - a. Invite a dean or former dean who is experienced in AACSB continuous improvement reviews to visit the College in Fall 2016 and to give us a preliminary opinion of how we are doing one year before our October 2017 official AACSB team visit.
4. Continue the successful Executive-in-Residence program in the College as funds are available to do so.
5. Assist in the recruitment of more and higher quality MBA students. Help and support the MBA director in developing a strategy to strengthen and enhance the MBA Program.
6. Strengthen outreach and external relations efforts for the College in the following areas:
  - a. Alumni relations
  - b. Fundraising, case for need, work closely with new Advancement Vice President and our College development officer. Begin work towards the goal of raising a \$10 million endowment for the College in four years to support student scholarships, faculty chairs and professorships, and innovative academic programs.
  - c. Get approval for the proposed COBE Celtic Knot Society and plan the inaugural Celtic Knot Society gala for members who achieve the required annual giving levels.
  - d. Business community and visibility
  - e. Lead a regular external relations (alumni relations and development) task force/coordinating council in COBE.

- f. Spend at least one day per week in planning and implementing outreach activities, events, visits, and developing relationships with stakeholders and potential donors.
- g. Plan and implement an event for Homecoming/Family Weekend event for October, 2016.
- h. Implement a comprehensive, integrated marketing communications and branding effort for the College.
- i. Investigate new sources of revenue for the College and University, and propose innovative, entrepreneurial ideas to be implemented through a profit-sharing arrangement if approved by senior administration.

## Accomplishments Related to Responsibilities and Goals, March 26, 2016 – March 24, 2017

### 1. Continuous Improvement at Radford University

- a. Suggested a Responsibility Centered Management budget model to the new President, and raised the issue with the recently-selected Provost, who arrives on campus on July 1, 2017. Both are favorable to the idea of a phased-in approach. Will continue to advocate for a decentralized budget model at Radford University in order to increase accountability, and to encourage innovation and new program development in the colleges and departments. The need for faculty, staff, and academic program support resources continues to be great in COBE, and given the current budget situation in the Commonwealth, declining State support, and the university's overall declining enrollment, decentralized budgeting and a closer alignment of resources and student enrollments will be an important solution to our resource challenges as a college.
- b. Chaired a successful search for a new Executive Director of Career Services on campus. The candidate who was hired, Angela Joyner, has been a game-changing new member of the Radford leadership team, and given her extensive corporate business background and MBA degree, she will be a tremendous resource for our COBE students. We will work closely with her and her team to continuously improve the professional preparedness and career success of our students.
- c. Was appointed to the Strategic Planning Task Force, and as Co-chair of the Economic Development and Community Partnerships Sub-group. A number of initiatives related to economic development are currently being considered for inclusion in the new Radford University strategic plan.

### 2. Implementation of the COBE Strategic Plan

- a. Successfully launched the Center for Innovation and Analytics in August, 2016, led by two faculty directors: Dr. Wil Stanton, Director of Analytics, and Dr. Steve Childers, Director of Innovation. These two very capable, experienced, and motivated faculty members have already initiated a number of new programs designed to strengthen our student experience and our reputation in the areas of analytics and innovation.
- b. Supported preliminary planning to investigate the feasibility of converting unfinished space in Kyle Hall into a Venture Lab, which could include a business incubator, social media analytics lab, expanded food options, and an analytics/certification testing lab.
- c. Successfully launched the COBE Fellows Program in August, 2016. Led by Dr. Stacey Turmel and Dr. Tal Zarankin, the COBE Fellows Program welcomed 15 students in its inaugural class. This program attracts top students to Radford and COBE, and will continue to build a regional and national reputation for excellence in business education. Special acknowledgement to Dr. Jim Lollar, Marketing Department Chair, for his role in helping to make this new program a reality. We are now in the process of actively recruiting the COBE Fellows Class of 2021.
- d. Successfully planned and launched the first annual COBE Business Boot Camp, on January 13, 2017. 27 COBE students travelled to Fairfax, Virginia, stayed one night at the Fairfax Marriott hotel, and working with COBE alumni developed their professional skills in areas such as networking, delivering an elevator pitch, effective resume writing, using LinkedIn, dressing for success, individual branding, a business etiquette dinner, and speed interviewing. They also had a team session on creative problem-solving using real

business cases. This event is a good example of applied learning and innovation. Special thanks to Will Iandolo, Don Strehle, the COBE Advisory Council, and Debbie Pauley for all their work on this event. Also special recognition to Cassaday & Co., and Advisory Council member Steve Cassaday, for financial support for this event. Both the students and the more than 40 alumni who helped make it happen raved about how meaningful the experience was for all involved. A second event with more students, 60+, is already in the planning stage for next year.

- e. Worked with the COBE Strategic Management Committee to track budget allocations to align them with the strategic plan goals, to measure performance of each initiative, and to develop a process for the next COBE strategic planning cycle, which will begin in October of 2017, following the completion of the Radford strategic plan and our AACSB site visit.
- f. Supported the 2<sup>nd</sup> annual BB&T Business Plan Competition, which attracted over 400 student participants. The responsibility for implementing this event was given to the new Center for Innovation and Analytics, and special thanks to Dr. Steve Childers, Dr. Gary Schirr, and Dr. Maneesh Thakkar for their excellent work on another successful business plan competition. An additional benefit of this event is engagement with alumni and the business community, who judge the final round.
- g. Hosted the BB&T Global Capitalism Lecture Series—speakers this past year were Barry Duval, President and CEO of the Virginia Chamber of Commerce, in April, 2016, and John Allison, former CEO of BB&T, in October, 2016.
- h. Encouraged the departments, UCC, and GCC to consider new curriculum and programs, and to improve existing curriculum and programs. The UCC developed a 2.25 GPA requirement and an innovation course, and the GCC approved a new MS in Finance degree program, which was approved by the GAC today. A new Certificate in Accounting was also approved and will begin in Fall of 2017 with a revenue-sharing agreement with central administration, with 60% of tuition revenue shared by the department and college, and 40% going to the university. This approach will be the model for future new programs in order to increase revenue for the college and its units.
- i. Worked with the Center for International Education and the President to finalize an agreement to offer a 2+2 joint degree program with Shandong University in Accounting. Students in the program will take their first two years in China, and their final two years, majoring in Accounting, in COBE. Graduates of the program will receive two degrees, one from Shandong and a BBA from Radford. Other COBE majors will soon follow this first pilot program. The additional tuition revenue generated will be used as leverage to justify additional faculty positions for COBE as the program grows. The final signing of the MOU will take place in China in the next few months.
- j. Worked with the deans from the College of Education and Human Development, and the College of Visual and Performing Arts, to engage 36 Radford students in the first 30-day Creative Sprint Challenge—an intensive innovation exercise for 12 cross-college teams of 3 students each. Special recognition to Dr. Jane Machin for being the COBE faculty coach. Coordination the approval of a contract and payment to artist Noah Scalin and his firm, Another Limited Rebellion, of Richmond, to implement the program.
- k. Supported efforts to launch new, interdisciplinary programs in which COBE faculty and programs will play an integral part: a Creative Media inter-college bachelor's degree

combining coursework in Marketing, Management, Music, Art, and Communication, and a capstone multi-media online project; a Security Studies program that combines campus expertise in Criminal Justice, Cybersecurity, and Forensic Accounting; and a campus-wide, interdisciplinary Appalachian Outreach Institute in Abingdon that will focus on health, education, entrepreneurship, and economic development in the Southwest Virginia region. All three of these ideas will be considered for inclusion in Radford's 2017 6-Year Plan to be presented in Richmond later this year with requests for new funding.

**3. AACSB Accreditation**

- a. Hired Dr. Steve Beach as the new COBE Associate Dean, and gave him the primary assignment of coordinating our efforts to prepare for the AACSB accreditation team's site visit in October, 2017. Special recognition to previous Associate Dean Dr. George Santopietro, new Assistant Provost for Academic Operations, for his many years of AACSB accreditation work in preparation for this critical year in our accreditation cycle.
- b. Worked with the Leadership Team, Strategic Management Committee, and standing committees to prepare for the AACSB visit at a leadership retreat in Fall, 2016, and to develop a draft AACSB Continuous Improvement Report.
- c. Lobbied for and received funding from the Provost to support AACSB accreditation travel and related expenses by visiting deans in October, 2016, March, 2016, and the full team site visit in October, 2017.
- d. Hosted Dr. Lynne Richardson, Dean at University of Mary Washington, in October, 2016, for a day of unofficial visits with COBE faculty, staff, and students. Feedback from her visit was used to revise the CIR report.
- e. Visited the University of North Georgia College of Business as a member of their AACSB site visit team, under the guidance of team chair Dr. Roger Weikle, Dean of the School of Business at Winthrop University (previous team chair of Radford's COBE AACSB site visit team in 2012). This experience will be very valuable as we prepare for our own site visit in October, 2017.
- f. Hosted Dr. Darrell Parker, Dean at Western Carolina University, and chair of our October site visit team, on March 24, 2017 (today), for a day of pre-visit meetings with COBE faculty, staff, and students. The visit went very well and set a great first impression. Feedback from Dr. Parker will be used to revise the CIR report prior to the official October, 2017 official site visit. A special thank you to all the faculty, staff, students, and COBE Advisory Council members for meeting with Dr. Parker today and for showing him the great group of people that we have in COBE.
- g. Special acknowledgement to Dr. Steve Beach for all his excellent work on behalf of the COBE related to our AACSB accreditation efforts. Steve has been assisted by MBA student Jesse Stewart, who has also been very effective in this area.

**4. Executive-in-Residence Program**

- a. Continued to support the Executive-in-Residence Program, which welcomed Darius Johnson, President of Premier Bank, in Spring of 2016, and Doug Fouser, CEO of ESP, in Fall of 2016. The Executive-in-Residence Program was moved to the Center for Innovation and Analytics. The visiting executive in April, 2017 will be Jeff Burkett, VP of Advertising Innovations, Gannett/USA Today Network.

**5. MBA Program**

- a. Appointed Dr. Tal Zarankin as Director, Graduate and Special Programs, and challenged him and Dr. Stacey Turmel, MBA Director, to develop a plan to enhance the MBA program and to increase enrollments. Sessions to solicit faculty and COBE Advisory Council ideas to support this effort are underway.
- b. Visited RIMS in Bangalore, India to investigate a potential partnership to offer the Radford MBA on their campus. A draft MOU has been received and is currently being revised and scrutinized by various university offices prior to approval. This partnership has the potential to bring COBE additional revenues to support our existing and new programs. RIMS would hire and pay qualified faculty in Bangalore, and COBE would determine admissions criteria, make admissions decisions, and approve the curriculum. Faculty volunteers from COBE would be invited to travel to Bangalore for a week or more each semester to coordinate the program, to ensure quality, and to deliver guest lectures at RIMS. Radford's President or Provost would travel to Bangalore once a year to confer degrees. The cost of travel would be covered by our revenues from the program.
- c. Investigated additional ways to increase MBA enrollment, including online programs, and the possibility of offering MBA courses at the Higher Education Center in Abingdon, VA. These efforts are preliminary and ongoing, and depend on the university's strategic planning process and decisions of the new Provost, who arrives July 1, 2017.
- d. Supported Admissions and Enrollment Management to promote the accelerated MBA to high-achieving admitted incoming freshmen who could complete the BBA in 4 years and the MBA in an additional year. This program has the potential to attract students to Radford who normally go elsewhere, and to increase the enrollment of the MBA program.

**6. Outreach, External Relations, Branding, and Marketing**

- a. Successfully worked with University Advancement to hire a dedicated advancement officer for COBE, to be housed in Kyle Hall in the Dean's Suite. Sam Wagner replaced Vince PremDas in this role and has been highly effective since arriving in August, 2016.
- b. Assisted with advancement efforts, doubling annual fund, unrestricted giving from \$23,160 my first year as dean, to \$46,793 in my second year. These contributions are in addition to restricted scholarship contributions and the BB&T gift. While these numbers do not appear to be large, the pledged major gifts to COBE have also significantly increased from \$34,304 in 2015-2016, to \$120,581 so far in 2016-2017. The trend is very encouraging, and a number of major gift proposals are with donors right now, with more being developed in the near future. The involvement of our new President and new AVP of Advancement Tom Lillard, a COBE alumnus, should also help with our advancement efforts. Special acknowledgement to Sam Wagner for his excellent work in this area.
- c. Supported efforts to reach out to SMIPO alumni to establish and build endowed funds to support SMIPO scholarships and an operating budget, with a goal to raise the profile of SMIPO nationally and to build it into one of the premier programs of its kind anywhere.
- d. Attended the CASE Fundraising Conference for Deans in February, 2017, with Advancement Officer Sam Wagner. Innovative fundraising strategies based on the best practices learned at this conference are currently being developed to further increase donor gifts to COBE.
- e. Worked with ESP, a large company headquartered in Chantilly, Virginia, to sign an MOU with Radford University in September, 2016. This MOU will encourage a close working



relationship between COBE and ESP, leading to student projects, internships, and other applied learning experiences. In addition, as part of this agreement, ESP will allow us to use, as needed, their 80-seat classroom and an office at their headquarters for no charge. This is an excellent opportunity for future revenue-generating, executive education opportunities for COBE faculty.

- f. Worked closely with COBE alumni at various companies in Northern Virginia, New York City, Richmond, and other locations, to increase recruitment activity of our COBE students. Examples of success in this area includes major accounting firms, advertising/marketing companies, HR firms, and the Central Intelligence Agency.
- g. Planned and directed successful COBE Advisory Council meetings in April, 2016, in Fairfax, Virginia, and in October, 2016, in Radford. Worked to engage Council members in meaningful discussions.
- h. Allocated \$20,000, and secured a \$60,000 gift-in-kind from a donor, to produce four COBE branding videos featuring COBE alumni doing business. These videos were produced based on the COBE positioning strategy developed by a special faculty task force and new COBE tagline: “make your reason our business.” The central positioning concept is to persuade high school juniors and seniors in Virginia at our target high schools, to perceive the business program at Radford as giving them the skills and ambition to pursue a fulfilling career in any industry they desire. The approach is to show alumni doing business, by making the study of business appear desirable, trendy, and “cool,” by using examples of alumni success in industries that appeal to millennials. The new COBE tagline, “make your reason our business,” appears at the end of these new videos, and will be the backbone of a new COBE marketing/branding effort that will include our COBE website, YouTube channel, and all COBE social media. All faculty and staff are encouraged to use these new videos, our tagline “make your reason our business,” the new official COBE logo, and the new version of our COBE cupola iconic symbol, in all marketing communications efforts from all programs, centers, offices, and any touch point that we have with internal or external audiences. A link to view and download the videos, which were completed today, appears here: <https://app.frame.io/d/fGS3gkRu> These marketing and branding efforts will be important as we strive to raise the profile of COBE both regionally and nationally. A few sample screen shots from these new videos appear at the end of this Annual Report.
- i. Ordered new COBE lapel pins which feature the new COBE cupola icon. These new lapel pins should arrive shortly, and should be worn proudly by all COBE faculty, staff, students, and alumni.
- j. Planned and implemented two COBE events in 2016 to reach out to alumni and other stakeholders: the family and alumni weekend reception in October, 2016, and the second annual COBE night and tailgate at the Radford baseball game in April, 2016. The October event coincided with Homecoming, and featured grand opening tours of the new Center for Innovation and Analytics. Special recognition to Dr. Wil Stanton and Dr. Steve Childers for their efforts to make the grand opening of the new center such a success.
- k. Received Advancement approval for the new COBE Celtic Knot Society, with the goal of increasing annual giving rates to COBE. The annual giving levels will be the same as the Radford Arts Society. An official kick-off and launch of the Celtic Knot Society is planned

for Fall Semester, 2017, with the first annual COBE Celtic Knot Society Gala planned for late January/early February, 2018. This gala, for members of the society only, will feature food, beverages, and entertainment consistent with the Celtic heritage of the Radford region. The symbol of the Celtic knot, an architectural feature of Kyle Hall, will be featured prominently in all marketing materials promotion the society and annual gala. All annual gifts to any COBE gift account will count towards the annual total and Celtic Knot Society membership level.

- I. Solicited ideas for non-credit revenue-generating programs from the COBE faculty in March, 2017. These ideas will be supported with seed grants for initial launch.

## Goals for 2017-2018

1. Successfully achieve continuing status for our AACSB accreditation.
2. Support the COBE faculty, staff, students, and alumni in the development of a new strategic plan for the college.
3. Support COBE efforts to maintain and improve excellence in faculty teaching, research, innovative new academic programs, and to promote an overall culture of collaboration, teamwork, and positive energy.
4. Increase MBA enrollments.
5. Improve career opportunities for COBE students.
6. Work with the new Provost and President to secure additional faculty, staff, and program resources to allow COBE to maintain the high quality of our academic programs, and to improve and grow.
7. Lobby the President and Provost for the implementation of a decentralized, accountability-based, Responsibility Centered Management budget model for COBE.
8. Collaborate with other colleges on campus to launch new, innovative, interdisciplinary programs.
9. Raise the regional and national reputation and profile of COBE.
10. Increase annual giving and major gifts.
11. Support programs to generate new sources of revenue for COBE.

Make your reason our business video series screen shots



Make your reason our business.





College of Education and Human Development—Kenna Colley



To: Faculty, staff and students of the College of Education and Human Development

From: Dr. Kenna M. Colley, Dean

Date: March 24, 2017

Subject: Dean’s Report for July 1, 2016 to March 24, 2017

Please accept my attached Dean’s report for the academic year 2016-2017. In my second year as Dean of CEHD, I realize how fortunate we are to serve students who will be future professionals in human services fields. Being able to witness our students’ growth and progress offers all of us rewards, knowing that they will be directly impacting the lives and well-being of others. I am honored to lead a college that has a clear mission; to not only transform the lives of our students, but to help them to transform the lives of others.

Getting to know you, our faculty and staff, over the last two years, as well as learning about your programs and units within the college has been very gratifying. I am impressed by your care, your concern and your passion in mentoring and coaching our students toward success. I strive to build upon my servant leadership in finding new and novel ways to grow and strengthen our college. I work to build and improve on what we do, while also innovating.

A dean is nothing without the vision, the work and the dedication provided by multiple team members and a strong faculty, staff and student body. The CEHD has an engaged and visionary leadership team made up of chairs, directors and coordinators who come together weekly to share information, problem solve and plan strategically for the benefit us all. I realize how fortunate we are to have each other and to collaborate for the good of our students and our programs.

Following is progress on my goals from the previous year, accomplishments within of my leadership, and my goals for the upcoming year.

<b>Goals from the previous report</b>	<b>Progress on goals from last report</b>
Learn the position of the dean, alongside and with the mentorship of the other deans of the academic colleges, and the interim provost	Although I will never stop learning the nuances of being a dean, I have developed sound strategies for communication, advocacy, management and leadership, as well as development. Attending higher education leadership professional development, alongside

	our Associate dean, Tammy Wallace, is extremely beneficial.
Promote the recruitment and retention of a diverse population of students and faculty/staff within the college and university;	This will remain an annual goal each year that I serve in this role. I was fortunate to sit on the search for the VP for Enrollment Management and the Provost's search committees. I attempted to utilize my skills in inclusive excellence during my service on these committees. I have also advocated for implicit-bias training for our campus as a member of the Diversity and Equity Action Committee (my second year on this committee).
Build a culture of giving by working closely with alumni, donors, and our advancement office to assist with funding student scholarships, faculty and student research, and innovation within our college	I have made great strides in working with our Advancement Officer, Jocelyn Stephens, to build our funding base and develop new strategies for donorship, alumni relations and alumni engagement. We began the first Dean's Council for Advancement to assist in our efforts towards development and engagement. We also attended the national Council for Advancement and Support of Education (CASE) conference as a team in February of 2017.
Work with the CEHD Leadership Team to promote continuous improvement, establish policies, practices and opportunities, along with creating a leadership culture that embraces problem-solving and innovation	Our CEHD leadership team is collaborative and interdependent. We practice shared governance and consensus-building. We have excellent communication via regular weekly meetings, as a group and during individual meetings.
Seek out opportunities while learning from other national and state institutions of higher education so that we remain vibrant and cutting-edge	I have learned about our accreditation procedures for each discipline, as well as making connections with other administrators in higher education to gain skills in innovation and to strengthen our legacy while also implementing change.

### About the College of Education and Human Development

We have 31 programs at the undergraduate and graduate levels in the College: the [Department of Counselor Education](#), the [Department of Health and Human Performance](#) the [Department of Recreation, Parks and Tourism](#), the [School of Teacher Education and Leadership](#), and [Peace Studies](#). We focus on developing responsive and engaged professionals who meet the real needs of people and communities. We are the second largest college at Radford University. Below is our enrollment for the fall of 2015 and the fall of 2016. Note: the Bachelor's in Interdisciplinary Studies is where the majority of our teacher



education programs reside. Our enrollment has significantly dropped from the fall of 2014 (2,043 enrolled) to 1,362 in 2015 and this fall's enrollment of 1,285.

<b>College of Education and Human Development (Fall 2015)</b>			
	<b>Female</b>	<b>Male</b>	<b>Total</b>
<b>Undergraduate (Bachelor's)</b>			
Athletic Training	84	61	145
Exercise, Sport, and Health Education	239	307	546
Interdisciplinary Studies	587	55	642
Nutrition and Dietetics	60	18	78
Recreation, Parks, and Tourism	151	78	229
<b>Total</b>	<b>1,121</b>	<b>519</b>	<b>1,640</b>
<b>Graduate</b>			
Appalachian Studies Certificate	1	0	1
Educational Technology Certificate	1	0	1
Mathematics Education Certificate	8	3	11
MS: Counseling and Human Development	42	10	52
MS: Education	74	16	90
MS: Educational Leadership	30	16	46
MS: Literacy Education	13	2	15
MS: Special Education	71	7	78
No Degree: Licensure and Professional Certification	1	2	3
<b>Total</b>	<b>241</b>	<b>56</b>	<b>297</b>
<b>College Total</b>	<b>1,362</b>	<b>575</b>	<b>1,937</b>

<b>College of Education and Human Development (Fall 2016)</b>			
	<b>Female</b>	<b>Male</b>	<b>Total</b>
<b>Undergraduate (Bachelor's)</b>			
Athletic Training	53	38	91
Exercise, Sport, and Health Education	249	282	531
Interdisciplinary Studies	539	47	586
Nutrition and Dietetics	59	13	72
Recreation, Parks, and Tourism	148	72	220
<b>Total</b>	<b>1,048</b>	<b>452</b>	<b>1,500</b>
<b>Graduate</b>			
Appalachian Studies Certificate	1	0	1
Mathematics Education Certificate	13	6	19
MS: Counseling and Human Development	46	16	62
MS: Education	72	20	92

MS: Educational Leadership	26	19	45
MS: Literacy Education	9	1	10
MS: Special Education	69	8	77
No Degree: Licensure and Professional Certification	1	1	2
<b>Total</b>	<b>237</b>	<b>71</b>	<b>308</b>
<b>College Total</b>	<b>1,285</b>	<b>523</b>	<b>1,808</b>

### Accreditation & Assessment

- Assistance with Athletic Training and Counselor Education accreditation; regaining full accreditation status via aggressive action plans
- Strengthen the CEHD Office of Assessment with the addition of a Data Manager
- Weekly assessment meetings with the Director of Assessment, Dean, Associate Dean and STEL Director (for STEL related accreditation and assessment)
- Development of a CEHD Assessment Committee with representation from all departments
- Development of critical assessment timelines and streamlining of all reports, as well as technical assistance to faculty and stakeholders
- Assistance with accreditation reports for CAEP, CACREP and CAATE and SPA reports
- Review of all Annual Academic Review Reports for CEHD and letters of support
- Review of 5 year Academic Review Reports and letters of support
- Work with the RU Assessment Office for SACS-COC submissions and reporting, along with work with the Office of Institutional Reporting at RU
- Help to facilitate Standard 3.4.11 for the Radford University Fifth-Year Interim Report. This standard focuses on academic program coordination.
- National Recognition in School Psychology, Special Education General Curriculum and Adapted Curriculum 5 year, and Masters in Special Education: General Curriculum. Three more areas submitted in March of 2017.

### Advancement, Alumni Engagement and Fundraising

- Development of several new funding streams: Verlander Foundation Scholarship (up to \$30,000 in student scholarships); Hattie Strong Foundation (maintenance of \$30,000 in scholarships); establishment of the Teachers for Tomorrow Scholarship fund (\$10,000 and pending); establishment of the CEHD Student Emergency Fund (\$5,000 and pending); the Sassafras Fund (\$10,000 and pending); establishment of the Adventure Learning Initiative fund; the STEL Global Education fund; the HHP Student Research fund and

the Esterhuizen Student Teaching scholarship as well as a re-purposed scholarship for Literacy Education.

- Development of the Dean's Advisory Council for Advancement and Alumni Engagement (fall and spring meetings)
- Developed the annual AASIS luncheon to recognize our AASIS scholars as well as promote the program to generous donors and guests; this year Dr. Hemphill attended.
- Development of new signature alumni event on alumni weekend: Class of 19\_\_ (50 year anniversary) Walk Down Memory Lane breakfast
- Develop of our second CEHD Faculty Giving campaign related to the CEHD Student Emergency Fund
- Meetings and events with key alumni and donors throughout the year to share information about our programs in CEHD and our needs
- Attend the Women of Radford luncheon, as well as the Alumni Village under the Tent and the Partners in Excellence luncheon. These events are critical to remain connected with our generous donors and alumni.
- Show appreciation for donors by writing each a handwritten thank you note thanking them for their generosity.
- Attended two of Dr. Hemphill's Alumni tours (Richmond & the New River Valley)

#### **Budget/Fiscal Management**

- Work with chairs/directors and administrators on daily budget management
- Management of CEHD research funds and foundation accounts
- Work with Academic Affairs and Office of Budget Management on adjunct and intersession spending
- Daily decision-making on budget management and spending
- Helped create a Clinical Course fee to enable students to utilize financial aid for minimal programmatic fees
- Research and funding support for student travel, student research and faculty engagement (e.g. two Mindfulness conferences/initiatives)
- Acquired ETF funding for equipment in STEL, HHP, COED and RCPT
- Utilized end-of-year funds for bigger ticket items for programmatic needs within departments

#### **College Leadership:**

- Weekly meetings with CEHD Leadership Team

- Weekly meetings with each chair/director, including technology coordinator and Director of Advising
- Meetings with faculty, staff and students as needed or as issues arise
- Support for programs and processes (Athletic Training Action Plan, visits with departments)
- Weekly meeting at the Academic Affairs Leadership Team as well as monthly meetings serving on President Hemphill's Leadership Council

#### **Communications and Interpersonal Skills**

- Weekly updates from Academic Affairs Leadership team/Dean's Council meetings to chairs/directors to take back to all CEHD faculty
- Email communication with CEHD, departments and various CEHD groups
- Distribution of RU and other CEHD emails/communication to all of CEHD
- Develop of two student advisory council (undergraduate and graduate); first two meetings this spring

#### **Curriculum Development and Program Review**

- Regular review of curriculum proposals for approval/disapproval
- Review of annual Academic Program Reviews as well as five year university reviews
- Serve on RU Academic Program Review Committee and RU Academic Policies and Procedures Committee
- Assistance to program faculty regarding curriculum changes or revisions (e.g. met with RCPT faculty for three hours to work on recent revisions to their courses)

#### **Diversity and Inclusive Excellence**

- Development of a multi-year plan for training to increase faculty and staff's awareness and skills in inclusive excellence including equity literacy, implicit-bias, micro-aggressions and the ability to provide supports for all learners, despite their previous access and opportunity
- Training for leadership team and department faculty via webinars
- CEHD training for instructional support and work with Dr. Paul Gorski on Equity Literacy

#### **Facility Management and Improvements**

- Work with facilities on upgrades and improvements in Peters Hall and Cook Hall including new carpeting, painting, furniture and technology upgrades

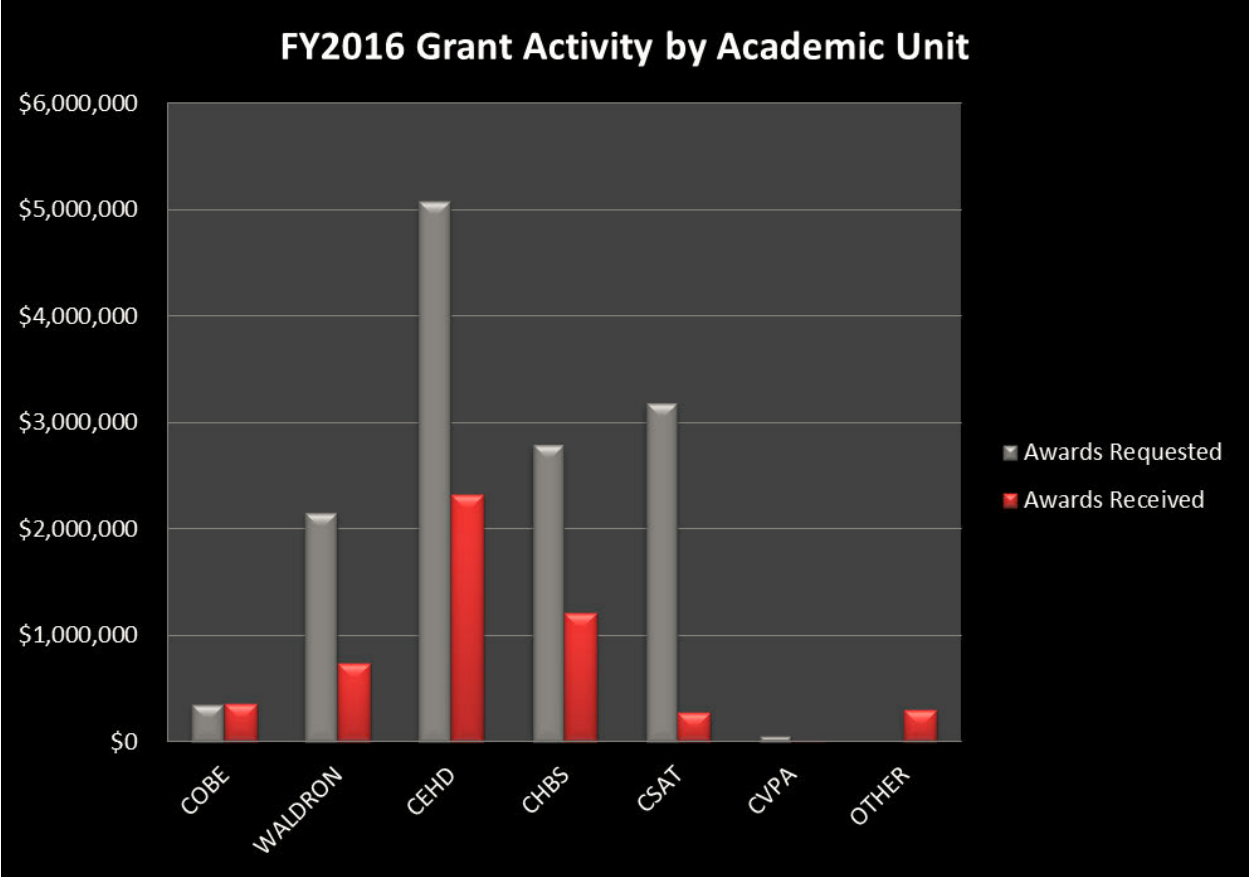
- Obtained new secure storage space for large equipment and programming preparation for RCPT at South Main Street facility
- Obtained space in Cook Hall for RCPT and Appalachian Studies, including a conference room, generous storage, and a new Recreation Therapy lab

### **Faculty Development**

- Support for faculty travel and research funding
- Support for travel to accreditation conferences and meetings
- Support for consultants to work on program improvement
- Professional development in Inclusive Excellence, Equity Literacy and Instructional Strategies for CEHD faculty
- Support for Leadership Training for Chairs/Directors

### **Grants**

- My contribution to grant funding for 2017: \$1,531,424.
- \$100,000 in new funding from VDOE (January 2017)
- \$177,000 in new funding from the VDOE for special education coursework (summer 2017)
- Instrumental in assisting with support letters, brainstorming with faculty related to grant submissions, working with Sponsored Programs and Grant Management (SPGM) in grant submission and grant execution and working with external agencies on grant-related issues. As a top grantee on Radford University's campus, I have a strong working relationship with our office of SPGM as well as the Virginia Department of Education.
- Facilitated the annual CEHD Research proposals with the help of our CEHD Leadership Team. Approximately \$45,000 was awarded to CEHD faculty for their research.



<b>CEHD 2016: Amount requested:</b> \$5,081,531	<b>Amount received:</b> \$2,323,430
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**Governing boards and Administration (internal and external); BOV**

- Attendance at all Board of Visitors (BOV) meetings
- Presentation at BOV meetings on Ed.D. and RU Strategic Planning
- Third year board member on the New River Valley Communities in Schools
- Nominated for the state council for Communities in Schools

**New Initiatives**

- Innovation Circles: funding for faculty/staff for innovative programming and student support initiatives
- CEHD First Scholars Program: mentorship and support mechanisms for identified freshmen in the CEHD
- Teachers for Tomorrow Initiative: outreach to high school TFT programs for recruitment and building an initiative for support and scholarships while at RU

- CEHD Student Emergency Fund: development of a donor base to develop this critical fund

### **Partnership Development**

- Work with local agencies and LEAs on negotiating and strengthening partnerships
- Monthly meetings with Dr. Angela Joyner in Career Services Office at RU
- Meetings with Dr. Jaime Penven, Director of Residential Life, and his staff for collaborative planning and shared strategies to better support our undergraduate students in CEHD
- Meetings with other college deans to initiate collaborative efforts that enhance student engagement (e.g. the Creative Sprint was a collaboration between CEHD, CVPA, and COBE with 12 teams of students working together for 30 consecutive days on daily, innovative challenges)
- Partnership with the Dean of Students Office; review of medical withdrawals; intervention for students in crisis
- Worked with Dr. Rayya Younes, Dr. Tammy Wallace and Dean Rogers along with members of the Mathematics Department to create Praxis II Preparation classes

### **Personnel Evaluation, Management and Support**

- I reviewed the FARs and evaluation materials of all current faculty, including special purpose faculty and wrote reappointments and evaluation letters. We have the second largest faculty on campus.
- Completed all Administrative Professional faculty evaluations in CEHD
- Working on completing classified evaluations of those who report to me.
- Conducted thorough reviews and evaluations of dossiers and promotion materials for nine faculty (tenure and promotions), along with authoring their letters.
- Worked with Kathy Hobbs to collect and organize all evaluation/promotion materials to send to the provost's office.
- Hiring of CEHD Data Manager (began December, 2016)
- Hiring of new Secondary Mathematics faculty to revamp and revitalize the secondary mathematics program (begins August 2017)
- Hiring of part-time Assistant to the Deans/ Social Media Director/ Event Coordinator (began February, 2017)
- Appointment of Dr. Pat Shoemaker as director of the Peace Studies program
- Assistance and feedback to faculty and staff on personnel issues
- Guidance to chairs/directors on faculty and staff personnel issues

### **Professional Education, Memberships and Trainings**

- Attendance at the AACTE Leadership Academy in July of 2016 (with Dr. Tammy Wallace)
- Networking with HERS Institute alumna
- Membership: AACTE, TASH, VA-ATE, and Communities in Schools Network (external non-profit)
- Webinars: Diversifying Teacher Education, Building Minority Student Success, Retention Strategies
- Attendance at fall and spring VA-ATE state conferences
- Work on the revision of the state curriculum for Teachers for Tomorrow

### **Public Relations and Promotion of CEHD/ University relations**

- Work with Chad Osborne (CEHD writer from University Relations) on promoting events and stories in CEHD for RU Connected, webpage stories and the two RU magazine publications.
- McGlothlin Awards: funding support as well as working with university offices to assist with support; participation in the McGlothlin Event
- Lunch and Learn events
- Presentation at Rotary Club, RARE (Retired faculty from RU)
- Assisting with developing promotional flyers and postcards for CEHD events
- Social Media; promotion of CEHD programs, students and faculty via Facebook, Instagram and Twitter (with the hiring of the Assistant to the Deans, we are able to post on all social media outlets throughout each week)

### **Scholarship and Presentations**

- Two full day presentations for the state of North Carolina Down Syndrome Association conference in October of 2016: *Proactive Classroom & Behavior Management Strategies for Positive Change and Relationship Building*, Charlotte, NC.
- Presentation with Dr. Tammy Wallace at the national AACTE (American Association of Teacher Educators) conference in March of 2017: *Moving beyond a spontaneous feedback model to allow for truly reflective practice in intern supervision by utilizing video performance feedback*. Tampa, Florida.
- Acceptance of publication *Chairing and Caregiving* with co-authors Nadine Hartig and Melissa Grim for Chairs Newsletter published by Kansas State.

### **Strategic Planning**



- Co-chair of the Radford University Strategic Planning Task Force; along with faculty member Dr. Jack Call. Weekly meetings for planning, communication with 9 subgroups and the facilitation of bi-monthly Task Force meetings, as well as updates for Dr. Hemphill and planning with Ashley Schumacher, Chief of Staff to President Hemphill.
- Member of the writing team for the RU Strategic Plan (summer 2017)

### **Student Recruitment and Retention**

- RU Open Houses and Highlander Days
- QUEST; presented to all parents attending QUEST for CEHD
- Development of Teachers of Tomorrow Initiative to increase teacher education recruitment; bi-monthly planning meetings
- Development of the CEHD First Scholars program for mentorship support for new incoming freshman who may be at-risk for college success

### **Teaching**

- Co-taught University 100 with Dr. Tammy Wallace in the fall of 2016 for entering CEHD freshmen, along with our peer instructor, Miranda Peters. This was an excellent experience in getting to know the needs and nuances of incoming freshmen.
- Guest speaker in Steve Shelton's Health and PE class on inclusive practices and the documentary *Educating Peter*

### **University Service**

- Service on Academic Policies and Review Committee
- Service on Academic Program Review Committee
- Service on Diversity and Equity Action Committee
- Service on Academic Affairs Leadership Team
- Service on Radford University Leadership Council
- Co-chair of Radford University's Strategic Planning Process
- Chair of the Professional Education Committee
- Board member of Communities in Schools (external non-profit)
- Hosted and facilitated monthly Superintendent's breakfasts in partnership with the Western Virginia Professional Education Consortium (WVPEC) and our Educational Leadership program. This monthly event allows us to connect with regional superintendents for discussion around critical issues in education.
- Facilitation of the RU Unity Forum facilitated by Dr. Hemphill in November 2016

### **Challenges:**

1. Dropping student enrollment, especially in Teacher Education
2. Limited funding for new faculty positions
3. Time! I would like more time with faculty and student engagement
4. Change in upper administrative positions; although this is also an opportunity, it takes time to establish new processes and procedures

**Highlights:**

1. Co-chair for Radford University Strategic Planning
2. Search committees for the Vice President for Enrollment Management and the Vice President for Academic Affairs and Provost
3. Development of the CEHD First Scholars Program and the CEHD Student Emergency Fund
4. Change in upper administration leadership and pace of innovation
5. The development of CEHD's first Dean's Advisory Council for Advancement and Alumni Engagement
6. Being "at the table" at the beginning of Competency-based Education CBE

**Goals and Opportunities:**

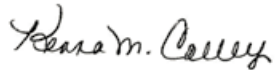
1. On-going transformation of our programs, practices and behaviors to remain cutting-edge within our disciplines by seeking out new partnerships or initiatives.
2. Increase scholarships and revenue streams via fundraising and other initiatives.
3. Increase student research opportunities and travel funds.
4. Development of an Inclusive Excellence Advisory Council that includes faculty, staff and students for the AY 2017-2018.
5. Maintain and obtain accreditation and increase national recognition across disciplines by working on assessment and accreditation goals.
6. Complete the SCHEV process for approval of the Ed.D. in Education, the development of a new Masters in Athletic Training (required by CAATE) and a re-working of the Nutrition and Dietetics program to remain competitive at the undergraduate level (ACEND is requiring Masters level programming).
7. Grow competency-based education (CBE) opportunities for all departments within CEHD.
8. Development of aggressive student recruitment and retention campaigns across all programs
9. The College of Education and Human Development will be participating in a robust process in the spring of 2018 to develop a new strategic plan based on the RU Strategic Planning.

**Summary:**

We have had another fruitful year in the College of Education and Human Development. I am thrilled to be a part of our dynamic community that embraces our students and their growth and success. Please accept this report as an overview of my leadership versus a comprehensive document. I look forward to your feedback and input. As always, feel free to contact me or meet with me about questions or issues that arise.

*"The future is not a result of choices among alternative paths offered by the present, but a place that is created—created first in mind and will, created next in activity. The future is not some place we are going to, but one we are creating. The paths to it are not found but made, and the activity of making them changes both the maker and the destination". John Schaar*

With sincere gratitude for all that you do,

A handwritten signature in cursive script that reads "Kenna M. Colley".

Kenna M. Colley

Dean, College of Education and Human Development

## College of Graduate Studies and Research

Because the graduate dean has announced his retirement, faculty will not be completing dean evaluations for this college. The Faculty Senate Governance Committee therefore did not request an annual report.

## *Electronic Memorandum*

TO: Members of the Faculty, College of Humanities and Behavioral Sciences  
FR: Katherine Hawkins, Dean, College of Humanities and Behavioral Sciences  
DA: March 22, 2017  
RE: Final Progress Report on CHBS Dean's Goals for 2015-2017

I'm happy to share with you my final progress report for my goals for 2015-2017. As you may recall, given Dr. Joe Scartelli will serve as Interim Provost and Vice President of Academic Affairs for the time period 2015-2017, we decided to articulate goals for that two-year time frame. Last year at this time, I offered a progress report to date. Today, I offer a report a final report of progress made toward those goals.

### New CHBS Building

\*Complete move to new CHBS Academic Building.

\*Work toward a resolution of any issues remaining re/furniture, technology and equipment for new building.

A scant one week before the beginning of 2016 fall semester classes, we made "The Big Move" into our new home. Thanks to significant advance planning, it went about as smoothly as it could, in my view. While some of us are still unpacking those last few boxes, it appears to me we're well into the process of settling into the new building. However, like any new house, it takes at least a year to: (a) really finish it, and (b) understand how best to use the space. Given our new house is 143,600 square feet, that's a lot of finishing and understanding. Still, I believe we have made a great deal of progress over these past seven-ish months. There is still some construction and warranty work ongoing and we expect our final large orders of new furniture and equipment to arrive for installation after Spring Commencement. By the beginning of 2017 fall classes, I'm hopeful we will all feel truly at home. I'm very pleased to report we will finish the building project within budget, which is something of which we can all be proud, given it took the efforts of our entire village to design and equip our new home!

### Academic Programming

\*Continue to develop Communication Across the Curriculum (CAC) initiative.

\*Continue to develop Interdisciplinary Studies in Liberal Arts (IDSL) Program/Degree Completer initiative.

\*Continue to develop Prelaw/Mock Trial/Moot Court activities.

\*Support development of Criminal Justice/Cybersecurity programming.

Dr. Chris Anson from NC State University has continued his relationship with our faculty as we further develop the CAC initiative. In August of 2016, a Writing Enrichment Cohort (WEC) was created of four faculty members and two graduate students. Each member of the cohort worked with Chris to redesign a

class they regularly teach to incorporate more writing assignments in their classes. Those classes were taught in the fall semester and Chris returned to work with the group again in February to debrief the experience. The WEC is serving as a pilot test for a larger-scale effort we hope to be supported with external grant funding. I am working with Dr. Frank Napolitano, Associate Professor in the English Department, along with Dr. Jeanne Mekolichick, Assistant Provost for Academic Programming, and several university staff members on the grant application, which is due in mid-April.

The IDSL program continues to outstrip the resources we have to support it. We once again made a pitch for a new initiative to hire an IDSL/Degree Completer advisor and are hopeful for a positive response to that request this year.

I continued to work with the Interdisciplinary Faculty Prelaw Committee to move our prelaw efforts forward. Supported by a significant private gift to the institution, in October of 2016, a group of faculty, staff, students and members of the professional legal community formed the Radford University Prelaw Society. The goal of the Prelaw Society is to work in concert with Phi Alpha Delta (the national prelaw fraternity) to provide education and support to Radford's prelaw students. One of our first projects is a crowd-funding initiative to solicit private gifts to pay for prelaw students to complete an LSAT (Law School Admissions Test) prep class. The classes are quite expensive (\$1,000+ per person), so many of our students can't afford it on their own. My goal is to raise enough funding to support any qualified prelaw student to take an LSAT prep class at little or no cost to themselves. We have funding available to support one student so far this year and are striving to find funding for two additional qualified students.

A significant undertaking for me this academic year has been leading a feasibility analysis for a Security Studies Initiative/Summer Institute that would build on existing successful programs in our college and across Radford and demonstrate how Radford's unique facilities and intellectual capital can serve the pursuit of three shared goals:

1. Leverage featured spaces on campus (e.g., Emergency Operations Center, Social Media Watch Center, TV Studio, Artis Lab, Forensic Science Institute, Cisco Telepresence Room), along with current faculty expertise, to advance the instructional, research and services missions of the institution. Specifically, we propose that the university serve as a host site for a Security Studies Summer Institute that would provide a wide variety of training opportunities for police, first responders and other professionals involved in emergency planning, management and recovery, as well as other aspects of Homeland Security (e.g., cybersecurity and other forms of critical infrastructure protection and recovery, public health/pandemic planning, forensic accounting and anti-terror financing, intelligence gathering and analysis). Revenue sharing from the Security Studies Summer Institute could be used to support faculty and further the development of programming in the relevant areas.
2. Develop/market undergraduate and graduate curriculum via diverse credit-earning vehicles (e.g., undergraduate certificates, graduate certificates, non-degree completion certificates, competency-based instruction, online and hybrid forms of delivery) to enhance students' competitiveness for the most selective internships and best first destinations following graduation from Radford. The university already has or is in the process of developing several such offerings, including Crime Analysis, Cybersecurity, GeoIntelligence, and Emergency Preparedness/Management certificates.
3. Network extensively with colleagues from the Naval Postgraduate School, Department of Homeland Security, Office of the Director of National Intelligence, VA Office of Public Safety and Homeland

Security, as well as corporate partners to advance the goals noted above, as well as to pave the way for internships and jobs for our students. The university has already joined the Department of Homeland Security Postgraduate School University Agency Partnership Initiative, which gives our faculty access to proven curriculum already developed by the DHS NPS.

My plan is to submit a final report on the proposed Security Studies Initiative and Summer Institute to President Hemphill and Provost Scartelli by the end of the 2017 spring semester.

#### Leadership Transitions

\*Support new Department Chairs in Philosophy and Religious Studies, Psychology and Sociology.

\*Support Interim Chair of Foreign Languages and Literatures and Interim Director of the School of Communication.

\*Assist in searches for new Director for the School of Communication, new Psychology Doctorate Training Director in the Psychology Department, new Criminal Justice Research Professor.

\*Hire new CHBS Assistant to the Dean.

I am very pleased to report that all three “new” chairs have excelled in their roles as department chairs and are high functioning members of the college’s leadership team. I look forward to continuing to work with such outstanding colleagues.

I am sincerely grateful to the Interim Chair of the Foreign Languages and Literatures Department (Paul Witkowsky) for his service leading the department over the past two years. Paul is retiring at the end of the 2017 spring semester and I know we all wish him the best as he opens an exciting new chapter in his life!

In my last progress report, I expressed my thanks for the efforts of the search committees in the Departments of Psychology and Criminal Justice and also in the School of Communication, for the outstanding success of their searches for a new Director for the School of Communication, a new Psychology Doctorate (Psy D) Training Director in the Psychology Department, and the first ever Criminal Justice Research Professor. Radford University is very fortunate to have welcomed Dr. Matt Smith as the new Director of the School of Communication, Dr. Valerie Leake as the new Psy D Training Director, and Dr. Rachel Santos as the Criminal Justice Research Professor. All three individuals quickly settled into their respective positions and have left my highest expectations in their dust. I’m very excited to support their development as leaders among our faculty!

I remain sincerely grateful to Ms. Kerie Benson, who has now served as the Assistant to the CHBS Dean for almost two years. She serves ably as the building coordinator, responsible for most of the “finishing and understanding” to which I referred above. She is also the wizard behind the curtain creating images for display on our virtual signage in the new building. In addition, she has developed an impressive skill set in event planning, for which I am also very thankful!

#### Alumni/Advancement

\*Continue to work with Office of the Vice President for Advancement to identify and secure foundation grants appropriate for CHBS mission.

- \*Work with VP for Advancement to create CHBS “Statement for Need” and to establish/maintain donor relations.
- \*Continue to work with the Office of Sponsored Programs to identify and secure other external grants appropriate for CHBS mission.
- \*Continue to work with Office of Alumni Affairs to expand network of CHBS alumni in NOVA, Richmond/Tidewater, VA Beach, and Atlanta, and establish new “chapter” in Charlotte.
- \*Continue to work with CHBS Advisory Board to be fully “staffed” at 35 active members.
- \*Create CHBS Alumni Award and make first award at 2016 Homecoming.

I very much enjoyed working with Melissa Wohlstein, Vice President for University Advancement, Brea MacBrien, Director of University Advancement, Robyn Porterfield, in Corporate Sponsorships, and Laura Turk, Director of Alumni Affairs in building our network of alumni, as well as in enhancing external funding in support of the college. Since my last progress report, Melissa Wohlstein and Robyn Porterfield have moved on to other positions. I’m currently serving on the search committee for the new Vice President for Advancement.

I remain thankful to our colleagues in Sponsored Programs and Grants Management (SPGM) for their support in administering our \$700,000+ grant from the Commonwealth in support of the Governor’s School, which is directed by Dr. Matthew Turner, Associate Professor of Media Studies in CHBS. In addition to the continuation of grant funding from the King and Jesse Ball duPont Foundations, I’m happy to report our Psy D program is the recipient of an \$860,000 Health Resources and Services Administration (HRSA) grant to support integrated care training for our students in that program. (Congratulations to Dr. Sarah Hastings, who was the primary author on the grant application.) As I mentioned earlier, I am working with a small team to submit a federal grant proposal to support our efforts in writing instruction. If we’re successful, the grant would be for \$450,000 per year for five years. It’s a long shot, but we’re enthusiastic about our chances!

Over the past year, I made multiple trips to NOVA, Richmond, Tidewater/VA Beach, Roanoke and Atlanta in support of the college, identifying potential new members for the CHBS Advisory Board, visiting with established and potential donors, and assisting in the university’s recruiting efforts. I have not yet made it to Charlotte, but I have identified two Radford alumni who are living in Charlotte and are excited about founding an alumni chapter there, so that’s a good start.

I am pleased to report the CHBS Advisory Board is fully staffed at 35 active and enthusiastic members. At our annual board meeting, we re-elected our Board Chair, Pattie DeLoatche. Pattie has been a very active chair, particularly in the areas of fund-raising and recruiting. In addition to the time and talent the members of the Board provide to the college, they also add to the college’s financial resources in terms of current use funding and in the form of scholarships. Since the board was established, members have given over \$88,000 in support of the college, including creating two endowed scholarships. I’m very proud to share that giving to the college overall has increased from \$18,736 in my first year as dean to the most recent fiscal year’s total for gifts and awards, which was \$138,845.

We gave our first ever CHBS Alumni Awards at the 2016 Fall Homecoming/Family Weekend. The award ceremony was very moving, particularly in awarding the Posthumous Outstanding Alumni Award.



The ceremony demonstrated to me the deep commitment our alumni have to the college, to the university and to one another. It was truly a gratifying experience.

#### International Travel

\*Only if funding and time permit.

Once again, my passport remains unstamped. While there's never a "good" time for extended travel, the more pressing reason is that I have no rationale for travel more compelling than those offered by members of our college faculty, who need the support for international travel much more than I do.

Well, that's my year in review. This past year has truly flown by for me. I am reminded of a line from a classic *Star Trek Next Generations* movie in which Captain Jean-Luc Picard tells Captain Will Riker that "...time is a companion who goes with us on the journey and reminds us to cherish every moment, because it will never come again." Riker responds that he intends to live forever, which of course can only be true in the movies. There are moments from this past year I will cherish, but none more so than our fall convocation meeting when you all made me feel like Miss America. I meant it when I told you the greatest honor of my life has been serving as your college dean.

As always, please feel free to contact me with any questions about any of this information or with any ideas or concerns to share. Onward and upward!

## **College of Science and Technology Annual Report for 2016 -2017**

The College of Science and Technology (CSAT) at Radford University (RU) was formed on July 1, 2007 by combining the Departments of Biology, Chemistry and Physics, Geology, and Mathematics and Statistics from the former College of Arts and Sciences and the Department of Information Technology from the former College of Information Science and Technology. On July 1, 2009, the Anthropology and Geography programs from the College of Humanities and Behavioral Science joined the Physics and Geology programs of the CSAT to form the School of Environmental and Physical Science (SEPS) in the CSAT. The Anthropology program was approved by SCHEV to become the Anthropological Sciences program on May 10, 2010. The Geography program was approved by SCHEV to become the Geospatial Science program on May 17, 2011. On November 11, 2011, Provost Minner approved the proposal of the SEPS faculty members to form independent departments of Anthropological Sciences, Geology, Geospatial Science and Physics with individual department chairs.

### **MISSION**

The College of Science and Technology prepares students with skills and expertise essential to the Commonwealth and the nation. The College emphasizes the theory and applications of science, mathematics, and technology. The College develops students' creative and critical thinking skills and teaches students to analyze problems and implement solutions to a vast array of challenges in our local, national and global communities. Students will be prepared to bring creative and socially responsible innovations to the workplace and to society.

### **DEGREES AND CONCENTRATIONS IN 2016-17**

- B.A. and B.S. in Anthropological Sciences with concentrations in General Anthropology, Field Archaeology and Forensic Anthropology
- B.S. in Biology with concentrations in General Biology, Molecular Biology, Environmental Biology, Pre-health and Medical Laboratory Sciences
- B.S. in Chemistry with concentrations in Professional Chemist, Biochemistry, Advanced Professional Chemist, Forensics and Advanced Biochemistry as well as an Environmental Science option
- B.S. in Computer Science and Technology with concentrations in Computer Science, Database, Software Engineering and Networks
- M.S. in Data and Information Management
- B.S. in Geology with concentrations in General Geology, Engineering and Environmental Geosciences and Earth Sciences

- B.A. and B.S. in Geospatial Science with concentrations in Environmental and Geoinformatics
- B.S. in Information Science and Systems with concentrations in Information Systems and Web Development
- B.A. and B.S. in Mathematics with concentrations in Applied Mathematics, Statistics and Traditional Mathematics
- B.A. and B.S. in Physics with concentrations in Physics, Biophysics, Earth and Space Science and Physics Education

## **GOALS AND ACCOMPLISHMENTS FOR 2016-2017**

These goals are based on the roles and responsibilities of deans as described in section 4.1.3.1 on page 62 of the Radford University Teaching and Research Faculty Handbook.

**- to lead the faculty and staff of the college in developing and delivering educational opportunities of the highest quality possible for students, consistent with the mission of the College,**

**Goal:** Support efforts to enhance student recruitment and diversity through collaborations with the Vice President for Enrollment Management and other partners

**Status:** Many efforts have been made in 2016-17 to enhance student recruitment as well as student diversity. Examples of collaborations with the Office of Admissions include traveling to Roanoke on February 19, 2017 to participate in an Office of Admissions Spring Yield Event for admitted students and to make presentations to recruit students for the CSAT.

On February 25, 2017, the CSAT department chairs, selected faculty and I participated in the annual CSAT Open House event where we welcomed approximately 50 accepted students and their family members to meet CSAT faculty and students and tour CSAT facilities. This Open House event was conducted as a Highlander Day in collaboration with the Office of Admissions.

Enhanced efforts are being made to recruit students who have served as veterans. I attended the program “Trends in Services for College Veterans” that was sponsored by the Military Resource Center on March 31, 2016 to understand how to serve veterans and recruit students with military experience. I participated in the workshop “Academic Pathways for Military-Related Students” that was conducted by Dr. Bruce Brunson, Commander, USN, Retired, and a faculty member at Tidewater Community College on May 27, 2016. I also participated in a workshop entitled “Green Zone Training” on August 18, 2016 to understand how to assist students who are veterans.

Many efforts have been made to recruit international students. James Pennix and I conducted a telephone conference call with Rebecca Wheddon and Gareth Hook at Study International in Bristol, England on June 7, 2016 to discuss advertising the CSAT for targeted recruiting of international students. On August 8, 2016, I met with Dr. Yong Xu in the Department of Mathematics and Statistics and the Wang family from China along with their son who is a prospective student to provide them information about CSAT degree programs. At the invitation of Dr. Paul Currant, I met with several members of the Academic

Affairs Leadership Team and a delegation from Shandong University on November 30, 2016 to recruit Chinese students to Radford through a proposed partnership. I met representatives from Monash University in Australia on November 3, 2016 and attended their presentation to Radford students.

Much progress has also been made to recruit transfer students. All CSAT programs developed transfer guides for NVCC students to transfer to Radford University, and I participated in a conference call with administrators from NVCC on November 17, 2016 to discuss transfer agreements specific for students in Computer Science and Information Science with an interest in cybersecurity. On March 8, 2017, I attended meetings at NVCC with President Hemphill, Chief of Staff Schumaker, Vice President McCarthy, Dean Devaney and Dean Low to make presentations about our colleges and to discuss potential guaranteed transfer agreements for NVCC students to attend Radford University. I met specifically with Dr. Julie Leidig, Provost at the NVCC Loudoun Campus, and Dr. Chad Knights, Dean of the Division of Math, Science and Engineering at the Alexandria Campus, and our discussion will continue and culminate in a Guaranteed Transfer Partnership Agreement signing at NVCC on August 28, 2017. On March 15, 2017, I traveled to Wytheville Community College with Provost Scartelli, Assistant Provost Santopietro, Assistant Provost Mekolichick, Dean Low, Dean Hawkins, Acting Dean Jacobsen and Dr. Angela Joyner to discuss with Dr. Lori Huffard and Dean Jacob Surratt how WCC students could be recruited to transfer to Radford University. These discussions will also be continuing with the goals of recruiting more transfer students from WCC to Radford University.

CSAT faculty are also actively recruiting students to their departments, and I provided CSAT travel funds for Dr. Christine Hermann, Chair of the Department of Chemistry, to represent the CSAT and Radford University at the Association of Old Crows (AOC) 2<sup>nd</sup> Annual STEM Outreach Program on November 29 through December 1, 2016, at the Marriott Marquis and Convention Center, in Washington, D.C.

I also represented the CSAT as an invited VIP judge for the FIRST Chesapeake District Robotics Competition Southwest Virginia Event that was conducted at Blacksburg High School on Saturday and Sunday, March 4 and 5, 2017. I provided prospective science and technology students CSAT information and talked to students who were interested in computer science as a major in college and as a career. This competition was a more than 20 hour time commitment over the weekend that involved judging the Team Attributes for 38 robotics teams from Virginia, Maryland and North Carolina.

In the area of supporting efforts to enhance diversity, I serve as a member of the Diversity and Equity Action Committee to more fully understand how the CSAT can attract and retain a more diverse population of faculty and students. I also attended a Diversity Reception on April 6, 2016, and I invited Miracle Davis, a Biology major, to make a presentation at that event. I further supported the efforts of the DEAC and Center for Diversity and Inclusion by attending the DEAC Retreat at Selu Conservancy on May 20, 2016 and by attending the MLK Day event with the keynote speaker Mr. Roland Martin.

A significant effort to enhance diversity and recruit prospective students with partners across Radford University and an emphasis in the CSAT was the submission of a Howard Hughes Medical Institute (HHMI) grant proposal on October 13, 2016. This HHMI REALISE grant project proposes to use a making-themed curriculum, peer role modeling, postdoctoral teaching faculty and faculty learning communities in the introductory Biology, Chemistry and Physics laboratory courses as a mechanism to engage students in active learning and high impact practices in their first experience in a college science laboratory course.

This grant proposal would provide \$1,000,000 in funds to Radford University over a five-year period, and I would serve as the Program Director of the REALISE project if it is funded. The Core Team members of this HHMI REALISE grant project include Dr. Tara Phelps-Durr, Dr. Jeremy Wojdak, Dr. Irvin Clark, Dr. Jeanne Mekolichick and me.

**Goal:** Support efforts to enhance student retention and diversity through collaborations with the Council on Student Engagement and Success (CSES) and other partners

**Status:** Dr. Art Carter, Associate Dean of the CSAT, accepted my invitation to serve on the Council on Student Engagement and Success as a representative from the CSAT, and he is working closely with Vice President McCarthy to understand the unique challenges of retaining CSAT majors.

Dr. Sara O'Brien, Dr. Tara Phelps-Durr and Dr. Kimberly Lane are continuing their CSAT Student Development Series workshops, and the proposal from Dr. O'Brien and Dr. Phelps-Durr for a program that would encourage students to invite faculty to lunch and promote student engagement and retention was approved and funded by the Office of the Provost as the "Highlander Chats" program for the 2016-17 academic year. I participated in this program on September 6, 2016 when I had lunch with a student from my BIOL 310 course.

I supported retention efforts by participating in a "Sit With Me" event sponsored by the Women in Computing Club on April 6, 2016 that recognized the contributions of women in technology fields. The guest of honor for this event was President Kyle. This event was organized around the Red Chair program that supports women in computing. I also supported women in science by attending the Iota Sigma Pi National Honor Society for Women in Chemistry initiation ceremony that was held in M73 Center for the Sciences on November 13, 2016 where Dr. Amy Balijs was inducted as a new member.

I participated in an Advising Conference on April 26, 2016 here on campus that described retention strategies from professional advisors. On August 17, 2016, I attended a demonstration of the Starfish Advising Program to understand its potential for enhancing student academic engagement and retention, and I used the Starfish program in my BIOL 310 course that I taught in fall 2016.

I participated in an event planned by the Office of New Student Programs on January 23, 2017 where the new freshmen majors in the CSAT who made the Dean's List in fall 2016 were honored. This retention event is an effort to retain our high achieving students beyond their first year as Radford students and CSAT majors. I also participated in the "You Matter" campaign on September 13, 2016 and on February 7, 2017 where I accompanied a Residence Life staff member and knocked on the doors of Stuart Hall residents to say hello and ask how their semester was going. This project allowed me to meet more CSAT majors who live in Stuart Hall and for them to realize that I am concerned about their academic and social success as Radford students. I also met with Jamie Penven and Erin Long on March 3, 2017 to discuss how the CSAT could collaborate with the Office of Residential Life to retain students, and this discussion led to me inviting Jamie and Erin to join us for a CSAT Leadership Team meeting on March 15, 2017 where Erin explained how the Office of Residential Life is working to retain students.

A significant retention effort from faculty in the Department of Biology and the Department of Physics has resulted in the submission of a grant proposal to the Council on Undergraduate Research (CUR) that would award funds from an NSF IUSE grant. I attended a webinar on February 10 that was sponsored by Assistant Provost Jeanne Mekolichick along with Dr. Tara Phelps-Durr in Biology and Dr. Kim Lane Chemistry to describe the CUR proposal opportunity. Dr. Tara Phelps-Durr authored the CUR Transformations Project pre-proposal that was submitted on March 1, 2017, and on March 16, Dr. Phelps-Durr was notified that the proposal from Radford had been selected to move to the next phase of the project. The full proposal to the CUR Transformations Project will be written in collaboration with the Department of Physics and is due on May 1, 2017. This project proposes to retain students by embedding undergraduate research into the curricula of the Biology Department and Physics Department.

**Goal:** Support the development and enhancement of innovative instructional methods and learning opportunities as well as interdisciplinary efforts and programs

**Status:** Faculty members submitted research proposals during 2016-17 that were funded by internal grants to enhance the teaching, research and service missions of the CSAT. There were seven CSAT Faculty Research projects funded for a total of \$41,911. These projects included the following.

Dr. Laura Gruss and Dr. Matt Close, \$7,500, Impact of cadaver dissection on student learning in undergraduate human anatomy courses

Dr. Amy Baliya, \$7,500, Biodegradable Star Block Co-Polymers for the Removal of Organic Pollutants from Water

Dr. George Harakas, \$7,500, Introduction of Solid State Materials Chemistry into the Advanced Inorganic Chemistry (CHEM 416) Laboratory Curriculum

Dr. Peter Christmas, \$7,500, Regulation of protein prenylation by cytochrome P450 enzymes

Dr. Caleb Bradberry, \$5,260, An Examination of the Cost of Care for Heart Failure Patients in the Commonwealth of Virginia using Advanced Analytics

Dr. Caleb Adams and Dr. Matt Close, \$4,046, Effects of Magnetoreception in *Myrmeleontidae*

Dr. Tingyao Xiong, \$2,605, Eulerian Numbers in Cryptography

Funding from the CSAT Dean's Office budget was provided to many CSAT faculty members and departments to support their teaching, research and service missions.

Funding from the CSAT Dean's Office budget was provided to the Department of Anthropological Sciences to purchase a display case for their human replica skeletal materials.

Funding from the CSAT Dean's Office budget was provided to the Department of Biology to purchase vivarium equipment, a guest speaker honorarium, a replacement PCR machine and professional travel funds for Dr. Christine Small to attend a conference for the PULSE/SERP project and for Dr. Karen Powers to conduct research travel to the U.S. Virgin Islands.

Funding from the CSAT Dean's Office budget was provided to the Department of Chemistry to assist with Blue Ridge Highlands Science Fair expenses for recruitment.

Funding from the CSAT Dean's Office budget was provided to the Department of Geology to pay for a wall mural and point counter and to complete the remaining construction projects for the Museum of the Earth Sciences.

Funding from the CSAT Dean's Office budget was provided to the Department of Geospatial Science for Dr. Charles Manyara to attend a professional training workshop.

Funding from the CSAT Dean's Office budget was provided to the Department of Information Technology for Dr. Art Carter to attend a cybersecurity meeting with Governor McAuliffe.

Funding from the CSAT Dean's Office budget was provided to the Department of Mathematics and Statistics to support departmental expenses and the AMC 10/12 recruitment event on campus.

Funding from the CSAT Dean's Office budget was provided to the Department of Physics to assist with buying updated software for the ground penetrating radar.

Funding from the CSAT Dean's Office budget was provided to the Forensic Science Institute to assist with funding professional travel.

I have also committed CSAT funds for 2017-18 for a professional development opportunity for Dr. Tara Phelps-Durr. Dr. Phelps-Durr has applied for selection to the 2017 PKAL STEM Leadership Institute that would be conducted in July of 2017 and require a budget for the cost of the summer institute, reassigned time, and support for professional development for faculty and students. I am happy that Dr. Phelps-Durr is pursuing this opportunity, and if she is selected, she will support the faculty and students of the CSAT as a STEM Retention Faculty Fellow.

**Goal:** Support undergraduate and graduate degree program development and recruitment

**Status:** The M.S. degree in Data and Information Management proposal was approved by the State Council of Higher Education for Virginia (SCHEV) on May 7, 2015. This degree program is the first graduate degree awarded exclusively in the College of Science and Technology and the first graduate degree in Data and Information Management in the Commonwealth of Virginia. In August 2016 the first cohort of three graduate students who were not already enrolled at Radford started this program, and there are already eleven applications for the cohort that will start in August of 2017.

The Department of Information Technology has proposal a B.S. degree in Computer and Cyber Science (B.S. in CCS) that would develop the Certificate in Information Security into a spinoff degree program. The proposal for this new degree program was approved on campus at the November 11, 2016 Board of Visitors meeting, and the B.S. in CCS proposal is currently being reviewed by Dr. Monica Osei at SCHEV in Richmond.

**Goal:** Support enhanced opportunities for student professional and personal development in collaboration with the Career Center and other partners

**Status:** The CSAT participated in the Career Prep Conference on September 24, 2016 that was sponsored jointly by the CSAT, CEHD, CHBS, CVPA and Career Center, and the CSAT Dean's Office budget contributed \$1,000 towards the expenses of this event. This year the CSAT sponsored three panels that consisted of Forensic and Laboratory Science, Environmental and Geosciences and Information Technology and

Cybersecurity. The panelist for the Forensic and Laboratory Science panel were Lucy Ann Hochstein and alumni Dr. Max Nourredine and Steven Harvey. The panelists for the Environmental and Geosciences panel were alumni Daniel Hansen and Laken Cooper. The panelists for the Information Technology and Cybersecurity panel were David Bradshaw and alumni Keith McCammon, Gina Gallagher and Jess Astacio. We are very grateful to all of our panelists for sharing their professional expertise with our current students.

The CSAT collaborated with the RU Career Center and our liaison Ellen Taylor on the Business and IT Internship and Career Fair, September 7, 2016 in Kyle Hall.

I attended a presentation on January 20, 2017 that was made by graduate students in the M.A. in Material Culture and Public Humanities at Virginia Tech. This unique graduate degree opportunity could provide options to our graduates in Anthropological Sciences, and Dr. Urista is exploring the possibility of a memorandum of agreement with this program at Virginia Tech.

**Goal:** Support department efforts to achieve accreditation and reaccreditation

**Status:** The Department of Information Technology submitted a self-study report to pursue reaccreditation of the computer science concentration and the information science and systems degree by the Accreditation Board of Engineering and Technology (ABET). The final report from ABET that was received on August 30, 2016 indicated that the Computer Science concentration, Information Systems concentration and Web Development concentration were reaccredited through 2022 with the summary that “no deficiencies, weaknesses, or concerns were found.”

The Department of Chemistry has submitted an application for approval from the American Chemical Society (ACS). The department received official notification from the ACS that it is scheduled for a conference with the Committee on Professional Training at the ACS national meeting in San Francisco, California on Saturday, April 1, 2017.

**- to lead the College in procuring and managing fiscal, human, and physical resources necessary to accomplish these goals,**

**Goal:** Pursue acquiring resources including faculty and administrative support positions

**Status:** During the 2016-17 academic year, searches were successfully conducted to hire an analytical chemist and an ecologist to replace faculty members who resigned in 2016, and both of these new faculty members will start in August 2017. A search is in progress in the Department of Geology to replace a faculty member who is retiring in May of 2017. A search is in progress in the Department of Information Technology to fill the tenure-track position in the M.S. in Data and Information Management degree program.

Thanks to the extraordinary generosity of President Hemphill, a classified staff position from the Office of the President has been transferred to the CSAT to provide administrative assistant support to the Departments of Anthropological Sciences, Geology, Geospatial Science and Physics as well as the Forensic Science Institute. The search for this administrative assistant is in progress, and the applications are currently being reviewed by the search committee.



**Goal:** Pursue new relationships with corporate partners and continue to pursue gifts to the CSAT

**Status:** The CSAT has been very fortunate to receive generous gifts during 2016-17. A new partner to the CSAT this year is Mr. Timothy Reyburn, President/CEO of Ticoscen, Inc. Mr. Reyburn made a very generous contribution to the Department of Chemistry of gift-in-kind evaporative light scattering detector (ELSD) equipment and his technical expertise for installing this advanced, research equipment that is valued at \$14,500.

In collaboration with the Office of Advancement, I traveled to meet with CSAT alumni and partners during 2016-17. I traveled with Robyn Porterfield on April 21 and again on May 26 with Melissa Wohlstein to visit Mr. Mark Hanna '84. Mr. Hanna is a very generous CSAT donor and charter member of the CSAT Advisory Council. His gifts include the periodic coffee table as well as gift in kind contributions of scientific equipment for the Department of Chemistry. I traveled to visit Bill Bodine at the Greater Lynchburg Trust on May 11, 2016 with Robyn Porterfield and again with Melissa Wohlstein on October 27, 2016. The Greater Lynchburg Trust has been a generous donor to the Summer Bridge Program for many years. While we were in Virginia Beach on July 19 for the alumni event to introduce President Hemphill, Melissa Wohlstein and I delivered a proposal for a gift to support the Center for the Sciences and had lunch with Skip Smith at W.M. Jordan. I traveled to visit AREVA in Lynchburg on October 6, 2016 with Melissa Wohlstein, and AREVA recently informed me that they would support the Summer Bridge Program again in 2017 with a gift of \$2,500. I also traveled with Melissa Wohlstein to visit Dominion Resources in Richmond on October 27, 2016 to request their continued support of the Summer Bridge Program. On January 20, 2017, Melissa Wohlstein, David Horton and I met with Novozymes Biologicals to thank them for their long-standing support of the Summer Bridge Program and to ask for their continued support in 2017. I met with Ms. Julie Kern, a corporate executive from Wells Fargo Bank, at the Radford University Homecoming event on October 15, 2016 to provide her an update from the CSAT and to ask her to consider supporting the Summer Bridge Program again in 2017. Ms. Jocelyn Stephens in the Office of Advancement is currently working with Ms. Kern and will update me if there is an interest in Summer Bridge Program.

The CSAT has been very fortunate to receive a \$350,000 challenge grant from the Mary Morton Parsons Foundation in Richmond. If \$700,000 is raised by the end of April 2017, the \$350,000 grant will be awarded. Approximately \$643,184 has been raised to meet the \$700,000 challenge, and proposals have been submitted to prospective donors to raise the full \$700,000 and receive the \$350,000. A crowdfunding project to benefit the Summer Bridge Program will also be conducted in April to help with meeting the \$700,000 challenge.

I attended Roanoke Blacksburg Technology Council (RBTC) events such as the TechNite Awards on April 22, 2016 and the RBTC Fall Gala on October 28, 2016 to cultivate prospective donors for the CSAT and the ARTIS Lab. I worked with the RBTC office staff to schedule an RBTC meeting in the Center for the Sciences on the Radford University campus on May 12, 2016, and a second RBTC event was held on the Radford campus on October 11, 2016.

On July 14, 2016 Ms. Melissa Wohlstein, Dr. Jeff Pittges and I visited Mr. Jeff Henderson, a corporate

executive at Hewlett-Packard in NOVA, to describe the cybersecurity curriculum and to explore potential partnerships and internship opportunities for our CSAT students at HP.

**Goal:** Support the efforts of faculty members to achieve a goal of 26 external grant submissions and 13 external grant awards and explore enhancing the efficacy of obtaining grant funding

**Status:** From July 1, 2016 through March 20, 2017, 13 external grant proposals have been submitted by CSAT faculty members based on information provided by the Office of Sponsored Programs and Grants Management. These 13 external grant proposals represent funding requests of \$2,032,981. Nine external grants have been awarded from July 1, 2016 through March 20, 2017 that represent \$582,900.

From July 1, 2015 through March 21, 2016, 14 external grant proposals have been submitted by CSAT faculty members based on information provided by the Office of Sponsored Programs and Grants Management. These 14 external grant proposals represent funding requests of \$2,579,167. Four external grants have been awarded from July 1, 2015 through March 21, 2016 that represent \$132,843. From July 1, 2014 through March 24, 2015, 17 external grant proposals were submitted by CSAT faculty members based on information provided by the Office of Sponsored Programs and Grants Management. These 17 external grant proposals represented funding requests of \$2,880,964. Nine external grants were awarded from July 1, 2014 through March 24, 2015 that represented \$433,081. From July 1, 2013 through March 24, 2014, 17 external grant proposals have been submitted by CSAT faculty and staff based on information provided by the Office of Sponsored Programs and Grants Management. These 17 external grant submissions represent funding requests of \$3,913,708. From July 1, 2012 until March 28, 2013, there were 17 external grant proposals submitted worth \$2,378,744. Six external grants have been awarded from July 1, 2013 through March 24, 2014 that represented \$293,656 in funding. From July 1, 2013 until March 28, 2013, four external grants were awarded that represented \$107,346 in funding.

**Goal:** Explore impediments to faculty research productivity and explore how faculty research and engagement in high impact pedagogical practices can be supported

**Status:** At the College of Science and Technology faculty meeting with President Hemphill on August 23, 2016, some faculty members publicly expressed concerns and frustrations with administrative processes at Radford University that have impeded their research productivity. President Hemphill responded immediately to these concerns by requesting a report that would examine the concerns expressed, offer comparisons of faculty research support at other institutions and provide recommendations for actions that could reduce faculty frustrations with processes involved in conducting scholarly research at Radford University. I submitted a progress report to President Hemphill on October 24, 2016 and the full completed report to President Hemphill on February 27, 2017. President Hemphill has reviewed the report and provided it to his Presidential Cabinet members for review and discussion.

The summary of my report stated that many of the concerns and frustrations expressed as obstacles to faculty research productivity can be managed through communication and support. The report may also be useful to inform the strategic planning that is currently in progress in committees across campus to provide more support for faculty research.

- to represent the college, its goals and needs to other external as well as internal constituencies, and

**Goal:** Communicate through the CSAT newsletter and alumni newsletter, CSAT website, CSAT Facebook page and by meeting with students, departments, faculty, alumni and donors

**Status:** The CSAT newsletter *From the Dean's Desk* that is written and designed by David Horton continues to be successful in communicating news to CSAT faculty, staff and friends. David has expanded *From the Dean's Desk* from a four page newsletter to nearly a magazine that often exceeds fifteen pages and is content, graphic and photographic intensive. Editions of *From the Dean's Desk* are made possible by the faculty, staff and students of the CSAT who report their successes to David for inclusion in the newsletter. David has also enormously enhanced the CSAT Facebook page and website by very frequent updates that feature articles, videos, photographs and links to CSAT faculty and students activities. David also designed the graphics and content sent to CSAT donors and alumni in December of 2016 as a "CSAT Million Dollar Moonshot" fundraising effort to fulfill the conditions of the Mary Morton Parsons Challenge Grant.

During 2016-17 I met with several CSAT departments to discuss their enrollment trends as well as other department concerns. I also meet with faculty at their request, and I conduct an open door policy for listening to faculty input and for hearing faculty concerns.

**Goal:** Support efforts to engage alumni in the work of the CSAT

**Status:** The College of Science and Technology alumni events during the 2016-17 academic year included the annual meeting of the CSAT Advisory Council that was conducted on October 14, 2016. The annual CSAT Advisory Council meeting in 2016-17 was exceptional because the highlight of the event was the ribbon cutting and dedication ceremony of the Center for the Sciences. We also unveiled the named gifts of two of our Advisory Council members, the Artis Computing Laboratory for the Biological Sciences from Dr. Pat and Ms. Nancy Artis, '73 and the periodic coffee table from Mark Hanna, '84. The meeting included a tour of the Center for the Sciences and a discussion of ideas to meet our Mary Morton Parsons Challenge Grant goal with Vice President for Advancement Melissa Wohlstein.

I participated in all six of the alumni receptions across Virginia that introduced President Hemphill, and these events were conducted in Reston on July 13, Richmond on July 14, Virginia Beach on July 19, Roanoke on August 11, Riner on August 14 and Abingdon on August 17. I also participated in the alumni reception in Raleigh on September 22 where I met three alumni of the CSAT at the event. I also participated in the Meet the Deans event at Homecoming on October 15, 2016, and I participated in the Alumni and Volunteer Summit on February 17, 2017.

Dr. Jeff Pittges and I had dinner with Keith McCammon from Red Canary on September 23 to discuss a potential partnership with the Applied Research Center, and Dr. Pittges and I had lunch with Dr. Pat and Ms. Nancy Artis '73 on November 4 to provide them an update on the progress of the Applied Research

Center. I also had lunch with two of my former students who were visiting campus. Dr. Racquel Collins-Underwood '01 is currently an Assistant Dean at St. Jude Children's Research Hospital, and she joined me on campus for lunch on September 27. Dr. Jessie Benson '98, has moved back to the New River Valley and is interested in teaching UNIV 100 here at Radford this fall, and she joined me for lunch on campus on February 28, 2017.

**Goal:** Represent the CSAT in Strategic Planning and Budget Planning efforts of Radford University

**Status:** I participated in the Budget Planning Summit on September 9, 2016, and I serve as a member of the Budget subgroup of the Strategic Planning Task Force. I attended the Strategic Planning Task Force meeting on November 11 as well as the Strategic Planning Forum on December 1, 2016. I have attended all of the Budget subgroup meetings that have been conducted, and the two meetings to date were on December 9, 2016 and January 27, 2017.

**- to promote the overall excellence and welfare of the University**

**Goal:** Support positive morale among faculty and staff across the CSAT by listening to faculty concerns and soliciting faculty input in decisions affecting the CSAT

**Status:** I frequently met with CSAT faculty to discuss issues ranging from individuals with specific requests to concerns from departments during 2016-17. The meeting agendas included requests for resources, concerns raised by students and parents, performance evaluation and building renovation issues. I also write many letters of support for many faculty members to assist in their applications for grant proposals and nominations for awards. I met with Facilities Management and a faculty member on January 30, 2017 to discuss ideas for campus vegetation and tress that could be used in teaching. I also met with several offices on July 25, 2016 and again on January 31, 2017 to explore creating a Geohazards Research Center. I also planned a meeting with a faculty member in the Mathematics and Statistics Department, the Registrar and the SACSCOC liaison on March 7, 2017 to explore some questions about curriculum and teaching load in the Mathematics and Statistics Department.

I consult the CSAT Leadership Team frequently to discuss issues affecting the CSAT faculty, staff and students, and I highly value and respect the input of the CSAT Leadership Team in arriving at decisions through collaborative leadership and shared governance.

**Goal:** Support efforts to enhance the academic reputation of the CSAT and Radford University

**Status:** The academic reputations of the CSAT and Radford University are enhanced by the achievements of the faculty and students of the CSAT. I am privileged to represent the CSAT and to share the achievements of the faculty, staff and students. I was deeply honored to be asked by President Hemphill to serve as chair of the Provost Search Committee. It was a privilege to work with the members of the search committee, and I was very excited when Dr. Graham Glynn was announced as the next provost of Radford University. I am confident that Dr. Glynn and President Hemphill will continue to enhance the academic reputation of Radford University.

I met with Ms. Lauren Marshall, Legislative Aid for Senator Mark Warner on November 9, 2016, to discuss the strengths of the CSAT, and I asked Ms. Marshall to thank Senator Warner for his efforts to create the Virginia Academy of Science, Engineering and Medicine. On January 5, 2017, I met with Dr. Cynda Johnson, Dean of Virginia Tech Carilion School of Medicine, at the invitation of President Hemphill and Dr. Donna Boyd. Dr. Boyd and I provided Dean Johnson a tour of the Center for the Sciences, and we discussed a meeting with the VT Carilion School of Medicine Admissions Dean and our CSAT pre-medical advisors.

I also meet with prospective partners across campus to represent the CSAT and to explore potential synergies. On January 18, 2017, I met with Steve Recca, Director of Partnership Programs in the Center for Homeland Defense and Security of the Naval Postgraduate School, at the invitation of Dean Hawkins. I also met with Rick Schwein at the invitation of Dean Hawkins on February 13, 2017 to assist him with completing a request for information to inform a Strengths, Weaknesses, Opportunities and Challenges (SWOC) analysis related to the Radford University Security Studies Initiative that was commissioned by Dean Hawkins. On February 2 and February 10, 2017 Dr. Jeff Pittges and I met with Dr. Stephen Owen and Dean Hawkins to explore submitting a topic to the National Seminar and Tabletop Exercise Series for Institutions of Higher Education (NTTX) 2017 National Event. Based on our discussions, Dr. Owen submitted a medium-term power outage scenario that incorporated a cyber threat on February 24, 2016 as the first step towards Radford University being selected as a host site. Hosting this tabletop exercise would be a collaborative effort between the CSAT and CHBS that would enhance the national reputation of Radford University.

I provided a tour of the Center for the Sciences to the New River Valley Economic Alliance on June 15, 2016, and they conducted their meeting that evening in the Center for the Sciences. I also attended a New River Valley Economic Alliance meeting at Virginia Tech on September 21, 2017. President Hemphill, Provost Scartelli, Dr. Jeff Pittges and I also assisted the New River Valley Economic Alliance with encouraging a technology company to locate a facility in the New River Valley at a meeting on November 8, 2016. I also participated in the Radford University MLK Day of Service on January 16, 2017 at the Feeding America Southwest Virginia warehouse in Salem, Virginia, and I made a presentation at the invitation of Dean Colley on the Science Days program at the Superintendent's Breakfast on December 8, 2016 that was sponsored by the College of Education and Human Development. I also participated as a table host at the Career Center Protocol Dinner on February 22, 2017 to contribute to the efforts of our students to enhance the reputation of Radford University.

The academic reputation of the CSAT is enhanced every time the CSAT faculty and students accomplish our teaching, research and service missions. Teaching successes include innovative pedagogical approaches such as flipping the classroom and innovative assessment strategies that inform our teaching effectiveness. Research successes include faculty members who mentor student research and supervise their research presentations at national conferences and meetings. Service and outreach successes include all the science, technology and mathematics education and outreach events that are possible through the work of the CSAT faculty and staff. These events include but are not limited to Science Days sponsored by the Science Alliance of Geology, Physics, Chemistry, Biology and Anthropological Sciences. The research conducted by Dr. Joy Caughron and Dr. Jay Caughron in the CHBS with students at the Las

Piedras Biodiversity Station in Peru vastly enhanced the academic and scientific reputation of Radford University and the CSAT. The research on unmanned aerial vehicles and their applications to geohazards and geological research by Dr. Skip Watts and Mr. George Stephenson as well as the development of the Unmanned Aerial Center in the Department of Geology have enhanced the academic reputation of the Department of Geology and the CSAT. The reputation of the Chemistry Department is enhanced by faculty members and students who participated in National Chemistry Week during October 16-22, 2016. The academic reputation of the Department of Mathematics and Statistics is enhanced by Dr. Wei-Chi Yang, who serves as Editor-in-Chief of the *Electronic Journal of Mathematics & Technology* and by Dr. Agida Manizade, who serves as the Editor-in-Chief of the *Virginia Mathematics Teacher*.

Other educational outreach events sponsored and supported by the CSAT faculty include the AMC 10/12 Mathematics Competition that was coordinated by faculty in the Department of Mathematics and Statistics. Another outreach and recruiting event for prospective students this spring was the Blue Ridge Highlands Regional Science Fair on March 4 and 5 that is co-directed by Dr. Christine Hermann and Dr. Kimberly Lane in the Department of Chemistry. CSAT faculty members Dr. Karen Powers, Dr. Jack Brockway, Dr. Neil Sigmon and Dr. Steve Fawthrop served as judges for the SuperMACC Tournament that was sponsored by the CSAT and conducted on Monday, March 20, 2017. Many CSAT faculty members are planning presentations for the Science Exploration Day outreach event on Saturday, April 8, 2017.

The academic reputation of the CSAT is also promoted to prospective students in grades 1-6 through Camp Invention that was conducted last summer during June 20-24, 2016. Summer Bridge Program enhances the academic reputation of the CSAT for high school girls. Summer Bridge Program was conducted from July 10-15, 2016, and the CSAT faculty members who taught courses in Summer Bridge Program were Dr. Rhett Herman and Ms. Brenda Hastings, Dr. Beth McClellan and Mr. George Stephenson, Dr. Georgia Hammond and Dr. Kimberly Lane, Dr. Hwajung Lee, Dr. Cliff Boyd and Dr. Donna Boyd. Finally, Dr. Prem Uppuluri, Dr. Darrell Parsons and members of the Radford University Cyber Defense Club enhanced the reputation of the Department of Information Technology and the CSAT when they placed second in the Virginia Cyber Cup competition that was conducted at Virginia Military Institute on February 25, 2017.

### **Professional Development for 2016-17**

I participated in online webinars to enhance my professional development during 2016-17. I also taught BIOL 310-07 during the fall semester of 2016 as my annual contribution to the teaching mission of Radford University.

## College of Visual and Performing Arts—Margaret Devaney

To: College of Visual and Performing Arts Faculty

From: Margaret Devaney, Dean  
College of Visual and Performing Arts

Date: March 24, 2017

Re: Annual Report

My tenure as dean continues to be a whirlwind of activity and change, including challenging issues and exciting opportunities. Below is a summary of my activities and accomplishments as they relate to the responsibilities of this leadership position.

### **Networking**

I continue to develop and solidify relationships with multiple constituencies at Radford University. Though I work mostly with the Academic Affairs Leadership Team and the CVPA Leadership Team, my connections with Finance and Budget, Advancement, Facilities Management, Student Affairs, Enrollment Management, Institutional Research and University Relations are of major importance. I truly believe that forging and maintaining meaningful relationships between all constituencies is critical to the efficient operation and health of the institution. I continue to devote major time and effort keeping the lines of communication open between the college and the numerous university arenas.

As important as it is to forge and maintain relationships within the institution, the same principle applies to networking with arts educators, administrators, advocates, professional organizations and businesses outside its “walls”:

- Virginia Network* for Women in Higher Education
- SACSCOC Commission on Colleges
- National Association of Schools of Dance
- National Association of Schools of Art and Design
- Association of Performing Arts Presenters (APAP)
- The Radford Heritage Foundation
- Northern Virginia Community College System

Thomas Nelson Community College  
Blue Ridge Community College  
Reagan National Airport Gallery Walk  
Berlin Opera Academy  
Columbia Artist Management, Inc  
projects + gallery  
Hartz Gallery

## **Resource Allocation**

As dean of the College I manage three CVPA budgets: Operational, Adjunct and Intercession. I formulate and coordinate a fourth budget for the University Performance Series in which a budget proposal is submitted for approval to the Student Finance Committee (SFC) every year. I am involved in all personnel matters and management including hiring, evaluation, salaries, part-time faculty appointments and college needs assessment. The college leadership team meets weekly to discuss both college and discipline-specific goals and challenges. These discussions allow us to define priorities in relation to the college's personnel, programmatic and facility needs:

- Though the college acquired no new positions for this academic year, we have completed four successful searches for full-time tenure track positions in the Departments of Design, Music and Theatre.
- Filling two new staff positions have somewhat stabilized administrative operations within the college.
- After substantive discussion with the CVPA Leadership Team, six new initiatives were submitted to the Provost fall 2015. In December the Academic Affairs Leadership Team worked with the Provost to prioritize new initiatives across academic affairs. As an advocate for our college, I communicated the vital importance of our initiatives to the Provost and my colleagues on the AALT. Final decisions on new initiative approvals were pending until accurate information became available regarding the state budget, tuition increases and new freshmen enrollment numbers for the 2016-17 academic year. No initiatives were approved for the 2016-17 academic year due to disappointing student enrollments, retention challenges and the high probability of a FY2018 budget cut for Virginia's higher education institutions. This budget cut has prevented new initiatives from going forward again and has initiated an Academic Affairs Plan to absorb this decrease in funding. I have worked very closely with the Leadership Team developing cost savings strategies to deal effectively with our share of the decrease in the Academic Affairs Budget.
- During this evaluation period the college has received approximately \$475,000 from the Equipment Trust Fund and a One-Time Monies allocation. These funds have positively impacted every department in our college. The purchases resulting from this funding included such items as: iMac computers(25), 3-D printer system with color capabilities, LED color changing lighting system and Wenger library storage units,



- Over this evaluation period I have met several times with John Fox, Executive Director of the RU Foundation and Derek Neal, Controller RU Foundation, to review all CVPA foundation accounts. Where appropriate, funds were merged and/or renamed to better reflect the conditions of establishment and true portfolio of college endowments and current use reserves. Two newly endowed scholarship funds were established this year.
- Last year the RU Board of Visitors mandated a Cost/Benefit Analysis Report for all academic programs in hopes of understanding the academic affairs conglomerate better. The Provost, Deans, Office of Budget Finance and Planning and Institutional Research worked together to create a template that reported the requested information in a concise manner. Three CVPA department reports were successfully presented to the Board. The remaining two reports (Art and Music) were submitted during the May 2016 BOV Academic Affairs meeting. This BOV request prompted all departments to survey our alums for information related to employment, salary range and quality of life issues. These surveys were a very effective vehicle in which to connect with alums and provide us with valuable data concerning employment for the arts educated. I have referred to these surveys and used the data on numerous occasions throughout this past year. The college will continue to send these surveys on a regular cycle (AY 2017-18) as the information gathered is invaluable in our efforts to demonstrate the link between our academic programs and job connectivity.

### **CVPA Facilities**

- Working with Jorge Coartney, Director of Facilities Management, Michael Biscotte, Director of Facilities Planning and Construction, and William White, Architect, to reconfigure space in Porterfield East and West to better serve the Department of Art's academic mission. Phase I (Porterfield East), including reconfiguration of Chair's Office, Student Gallery and graduate student work space, to be completed summer 2017. Phase II includes repurposing space in Porterfield West that is available due to the migration to the new CHBS building. The repurposing of space in Phase II includes a computer lab space, printing studio and video prep lab designated for the Department of Art. The repurposing will also include a seminar/conference room available to all CVPA departments. Phase II to be completed for fall 2017 classes.
- Worked with the Provost, Facilities Management and appropriate university offices to coordinate relocation of Dean's Office Suite from its temporary location in Whitt Hall to Trinkle Hall Residence Hall. The suite includes three offices, work space, conference room, art gallery and sculpture terrace.
- Working with CFO Richard Alvarez and Provost Scartelli to maintain a presence in Radford City by extending our lease for the Downtown Gallery in the Bondurant Building on Main Street.
- In coordination with the CVPA Leadership Team, I will be creating a comprehensive college space assessment and needs report as the beginning planning phase for a new arts complex.

## **Promotion & Publicity**

- Met with Leslie King, CVPA Information Officer, on a regular basis throughout the year to monitor the college's PR strategic plan to improve CVPA visibility and increase awareness for our many events. As per the plan, the college is:  
Networking with local media sources;  
Making advance press kits available to the media in a timely manner;  
Creating print and online advertising for target audiences;  
Reviewing social media for audience interaction and trends  
Utilizing NPR radio blurbs
- Worked closely with Ms. King on publicity strategies to promote our four University Performance Series events and developed and distributed surveys to ascertain how audiences learn of our events. Have not gathered enough data to draw any valid conclusions.
- Ms. King and I worked together on the preliminary negotiations between RU and Reagan National Airport to coordinate the Reagan National Airport's Gallery Walk exhibition including works by visiting guest artist Dr. Gong, Art faculty Feng, Smith, O'Conner and students from the graphic design and fashion design programs.

## **Accreditation**

- Member of the campus-wide Steering Committee for the 5<sup>th</sup> -Year Interim Report for SACSCOC. Responsible for writing the Compliance Report for F4 4.4.
- The deans continue to meet regularly with Dr. Ebenezer Kolajo, Assistant Provost for Academic Assessment, to discuss assessment issues related to SACS as well as to plan for *Institutional Effectiveness Day* fall 2016. Also work closely with Dr. Kolajo on acquiring CLA information from CVPA freshman majors and exiting seniors. This is all part of a greater effort to integrate formalized assessment practice into our campus culture to ensure quality program development.
- Fostered the relationship between Chair of Dance Department and appropriate staff at the National Headquarters of the NASD in Reston, VA. Together they identified and focused on specific issues and established a strategy to complete accreditation process and acquired membership November 2016. We are now a fully accredited college.

## **Fundraising**

- Continued to work with Melissa Wohlstein, former VP for University Advancement, her staff and the Arts Society Focus Group to re-define the Arts Society's role in terms of fundraising, membership, alumni outreach and event planning. This process has come to a conclusion and there is less confusion and more clarity concerning the areas listed above.
- Jointly with the University Advancement Office, created "giving pages" which target specific events and projects the college would like to highlight.
- Completed the contractual procedures for this year's University Performance Series events, *Shanghai Acrobats of the People's Republic of China* and *The Russian national Ballet Theatre* with Mr. Andrew Grossman, Columbia Artists Management, Inc. (CAMI). Arts Society receptions preceding these events are central to our fundraising efforts and we have observed a significant increase in membership attendance at these last two UPS events.
- Worked with RU Museum Director Dr. Steve Arbury and Dr. Richard Bay on the annual fund raising event *Give Your Heart to Art*. As a result of the event, two donors and the RU Art Museum purchased NIGHT GRIP, a work by Robert Rauschenberg to add to the university's Permanent Collection.
- Created a "Dean's Spring Letter" to be distributed to CVPA alums, friends and major donors as part of the College Annual Fund initiative. The letter was accompanied by a video from one of our very successful students who has received and greatly benefitted from donor scholarship support. The video will be posted on the college website once the letter and video have been sent out.
- Working closely with Crystal Hubbard, Assistant Director of Annual Giving, and Dana Trask, Assistant Advising Coordinator for the college, on the April "Spring Fever" Campaign to raise funds to support our Community of Artists as well as transform Trinkle Hall into a more attractive location for all CVPA majors to gather.

## **Retention & Recruitment**

- I have worked with Foundation Scholarship Coordinator Ms. Cherie Durbin throughout this year to clarify current university scholarship allocation methods. We have met one-on-one as well as with the Chairs to develop an overall process that would ensure more efficient and streamlined scholarship procedures. As evidence of the fact that progress has been made, Ms. Durbin has already received the CVPA 2017-18 scholarship recipient names and award amounts for the 2017-18 academic year. The CVPA scholarships, including the Arts Society scholarships, the general CVPA scholarships and the discipline-specific endowed scholarships, total \$133,950.00. These scholarships are very valuable to the college in terms of retaining current qualified students as well as recruiting new ones.
- I have composed a "Dean's Letter" that will be distributed to all prospective students accepted to our college for the 2017-18 academic year.

- Last year Academic Affairs and Student Affairs worked together to formally identify and establish four Living-Learning Communities on campus in an effort to engage and retain students. The CVPA “Community of Artists”, housed in Trinkle Hall, started functioning fall 2016 with 55 participants. They had a very active fall semester including discipline-specific programming, 2 UNIV 100 cohorts and a field trip to DC. The Dean’s Office and the Advising Center are currently working with the Advancement Office on an April crowdfunding campaign to raise funds to transform Trinkle Hall into an arts-friendly environment for all CVPA majors.
- The Deans from CVPA, COBE and CSAT accompanied President Hemphill and Ms. Kitty McCarthy, VP for Enrollment Management, to Northern Virginia to meet with Northern Virginia Community College System leadership to initiate a formal partnership with the NOVA CCS. I am in discussion with provosts and deans from three NOVA campuses. Our goal is to identify appropriate CVPA programs in which to create smooth “pathways” for NOVA students to follow in order to complete their undergraduate degrees at RU in a two to three year time span. This stream of students would contribute to the university’s efforts to bolster enrollments.
- As a member of the Governor’s School Advisory Committee, I continue to work throughout the year with the Interim Provost, Sponsored Programs, Budget and Finance Office, Conference Services, and the VA Department of Education to assess the new Governor’s School “model”. Institutional Research has confirmed that a number of GS participants return to RU as undergraduate students – especially students in the visual and performing arts area. (GS is an annual one million dollar grant project.)
- Worked closely with Career Services on the planning and organization of the second annual Career Preparation Fair. CVPA sponsored two workshops: *Entrepreneurship and the Arts* and *Arts Administration and Community Engagement*. Our panelists were mostly alums and all young working professionals in their fields. The workshops were well-attended by our students.
- Meet monthly with Dr. Angela Joyner, Director of Career Services, to discuss how CVPA students can better utilize the center throughout their 4 years at RU.

### **International**

- Strongly supported our faculty creative scholarship abroad this year:  
Dr. Halide Salam’s Study Abroad to Ireland for Maymester 2016.  
Dr. Trent’s Study Abroad to Thailand and Vietnam for Wintermester 2016.  
Dr. McDonel’s Study Abroad to Nepal for Wintermester 2016.
- Currently working with Dr. Salam on her return trip to Ireland this May and with Dr. Trish Winter on her research study in Japan this summer.
- Working with Paul Currant, Director International Education, to establish relationships/partnerships with the following universities:  
Monash University, Australia  
Shandong University, China  
Beihang University, China

### **Innovative Curriculum and Crossing Boundaries**

- Since the summer I have worked with Drs. Mahin and Bowers on their Creative Media proposal in collaboration with the Deans of the College of Business and Economics and the College of Humanities and Behavioral Studies. The excitement of the proposal is the truly cross-disciplinary connection across colleges, the immediacy of the course content and the diverse approaches to course delivery.
- Strongly advocating for the cross college proposal (Center of Applied Creative Thinking) for the university's Six Year Plan. Completion of the proposal is still in progress and I am contributing in any way I can to actively move this proposal forward.
- Collaborated with Richmond-based artist Noah Scalin, Alumna Nancy Adams and the Deans of COBE and CEHD to bring CREATIVE SPRINT to our campus. Thirty-six students (12 from each college) creatively dealt with unique prompts every day for one month. Radford University was the first university in the country to have this experience.

### **Committee Memberships**

Leadership Council (Cabinet and Deans' Council)  
 Academic Affairs Leadership Team  
 Deans' Council  
 Strategic Planning Task Force  
 Strategic Planning Sub-Group: Student Success  
 University Performance Series Committee – Chair  
 Academic Program Review Committee  
 Academic Policies and Procedures Committee  
 CVPA Leadership Team  
 Vice President for University Advancement Search Committee  
 Advancement Associate Director Search Committee (2)  
 Governor School Advisory Board  
 University Commencement Committee

### **2017-18 Goals**

*Occupy a proactive and supportive position as the new leadership's vision for Radford University takes shape.*

*Create college-specific strategies to recruit and retain students, paying special attention to the new student profile which defines those who are seeking admission to our institution.*

*Continue to develop a CVPA Space Utilization Plan to drive a design and construction process that will result in physical facilities that truly support a robust and engaged arts education community.*

*Encourage and expand international activities within our college that align with Radford University's internationalization strategies.*

I continue to acknowledge and applaud the CVPA faculty and staff for its ability to remain nimble as we creatively field the many and ever-changing challenges and possibilities we face. CVPA stays the course and keeps the student as the number one priority. With a new university president at the helm, the college shares in the excitement of fresh perspectives and innovative approaches to teaching and learning at RU. I sincerely thank you for your support, good will, and counsel as the college and university move forward to new frontiers

Respectfully submitted,

A handwritten signature in black ink, reading "Margaret T. Devaney". The signature is written in a cursive style with a long, sweeping tail that extends to the right.

Margaret T. Devaney

## McConnell Library—Steven Helm

*Executive Summary—for the full report, go to [McConnell Library Report](#).*

The past year has been one of vigorously pursuing our mission to “build strong relationships and advance learning with all members of the Radford University community” while also moving in strategic directions with our collection, spaces, and services in preparation for the future renovations of McConnell Library. Addressing our strategic goals we have begun a transformation of McConnell Library that will serve Radford University into the future.

This report begins with a review of strategies toward meeting our strategic goals, and then covers a summary of activities, instruction and support, collections, engagement and outreach, McConnell faculty and staff professional development and contributions, awards, and personnel changes.

This summer we welcomed President Brian O. Hemphill to Radford University. Soon after, he toured McConnell Library, and had the opportunity to meet all our dedicated staff, and to learn about our outstanding collections and services. Kudos to Candice Benjes Small and Alyssa Archer who did an outstanding job with the presentation!

## Waldron College of Health and Human Services—Kenneth Cox

### Dean's Annual Report Waldron College of Health and Human Services 2016-2017 Academic Year

I joined Radford University in 2002 as a faculty member. Since then, I've had the opportunity to serve as a classroom instructor, clinician, clinic director, department chair, and associate dean prior to my role as academic dean. During that time I also learned an enormous amount from my colleagues and mentors about teaching and administration. I assumed my duties as dean on August 10, 2012, and continue to be inspired by working with faculty, staff and students in our College.

At the all-college meeting on August 24, 2016, in addition to our meeting to give President Hemphill an overview of the WCHHS, I shared some of my goals with you for the upcoming academic year. These have been my major goals for the 2016-2017 academic year.

1. Continue to support scholarship and research in the College.
2. Continue to support diversity and equity issues in the College.
3. Continue to support interprofessional education.
4. Develop new academic programs.
5. Continue to facilitate partnerships with other institutions.

I also had several sub goals for this year, which included the following.

1. Support accreditation and reaccreditation for programs in our College.
2. Recruit faculty for open positions in the College.
3. Continue to support alumni involvement with the College.
4. Meet with faculty.



In the following sections I've described my accomplishments for the goals listed above. It is an honor to serve as the Dean of the Waldron College of Health and Human Services.

### **Support Scholarship and Research in the College and Interprofessional Education**

There are four main objectives that I continued to focus on to help facilitate scholarship and research in the College. The first was to provide targeted funding above and beyond the WCHHS Research Grants to faculty to conduct their research. The second was to continue to support the WCHHS research "wall of fame" on the first floor. The third was to provide a forum to gather and interact socially while discussing research and scholarship adventures and opportunities. Finally, I wanted to continue to showcase research and scholarship in the College.

As of March 21, 2017, we have already submitted 15 grants in the College, which is consonant with our goals for this year. Over the past five years the Dean's Office has been helping to facilitate research by meeting with faculty and helping them develop proposals. This year the university reduced the research funding available to the WCHHS faculty through the Waldron College Research Awards by 50%. In line with the objectives above, I have supplemented research activities financially from Dean's Office funding. I provided over \$21,000 in funding from the dean's office for eight research proposals this year (five fully funded and three partially augmented by WCHHS dean's office funds). The projects funded were from each of the five units in the college. Additionally, we have continued to support the research activities in the College by showcasing them on our "research wall of fame" located on the first floor of Waldron Hall. This year, Dr. Corey Cassidy and her students organized and displayed work and scholarship from twenty faculty and 12 students (32 total) on the wall, which represented 32 peer-reviewed articles and presentations.

Another avenue for supporting the WCHHS research and scholarship was the third Waldron Interprofessional Researchers Engaging in Dialogue (Let's get W.I.R.E.D) event that was held on September 20, 2016. This event hosted 12 of our colleagues from all of our five disciplines. The event was intended to be a series of five-minute "speed" interviews that would allow for faculty to talk with their peers from their own and other disciplines in the College. By the end of the event, it became a round table discussion on research and scholarship opportunities. This

provided opportunities for faculty to share the many scholarship opportunities in our College, and provided a venue for exploring possible collaboration among our colleagues.

Another major initiative in the WCHHS last year was the 3rd Annual Waldron College of Health and Human Services Interprofessional Symposium & Expo (IPS&E) held on April 12, 2016. The purpose of this event was to develop relationships among faculty and students in the WCHHS programs in the areas of research and scholarship. The meeting objectives were to showcase research and scholarly work of the WCHHS faculty and students, encourage faculty to incorporate interprofessional scholarship in their course objectives and promote interprofessional scholarship and service in the WCHHS and across the University. The Expo had 42 clinical affiliates, plus WCHHS-based student and faculty-based tables, including student groups, international initiatives, and service/community programs. We had 87 presentations from faculty and students in the WCHHS, several of which were peer-reviewed. Dr. Joe Scartelli, Interim Provost and VP for Academic Affairs, was our keynote speaker.

We are continuing with the 4th Annual WCHHS IPS&E this year to be held on April 11, 2017. This year the committee decided that the submissions would be given the option for multiple tracks (including peer-reviewed track, scholarship, research or service tracks). We have 100 poster presentations and podium sessions scheduled, and we have dozens of programs scheduled for the Expo. There will be a focus on interprofessional engagement between RU programs and community partners.

I would like to thank the committee for all of their hard work. I would like to especially thank Dr. Corey Cassidy, Associate Dean of the WCHHS, for all of her hard work and dedication to the College. Her commitment to excellence and attention to detail has made these initiatives possible.

Again this year, our highly talented group of faculty spearheaded our sixth annual Waldron College Interprofessional Education and Practice Symposium (WCIPEPS). It was a huge success again, and because of the extremely important nature of the concept of interprofessional education, I encouraged the faculty committee to continue their efforts. More than 165 undergraduate and graduate students and over 25 faculty moderators participated in

the Fall Interdisciplinary Symposium held on November 4, 2016. We had participants from all of our units, as well as the College of Education and Human Development. I supported the committee's work and they obtained a SCI grant as well. The 2016 case study focused on a young child with multiple disabilities from southwest Virginia whose family presented with a strong Appalachian identity. Dr. Theresa Burriss, from the Department of Appalachian Studies, provided two presentations focusing on a basic understanding of the heritage, environment and cultures of the Appalachian region. This year, we also hosted a luncheon for the participants, immediately following the WCIEPS, to encourage both students and faculty from across disciplines to continue engaging in the interprofessional conversations and discussions that were initiated within the formal event. The luncheon included an Appalachian-inspired buffet and musical accompaniment by Mr. Ricky Cox to correspond with the case study on which the morning's discussions were centered. I would like to commend the committee for all of their hard work (thanks to Drs. Sheila Krajnik, Corey Cassidy, Kerry Vandergrift, Renee Huth, Kate Brennan and Mrs. Rebecca Epperly). Special thanks to Mrs. Epperly and Dr. Cassidy for again co-chairing the committee this year.

### **Support Diversity and Equity Issues in the College**

Five years ago, I laid the groundwork for faculty in the College to be leaders at RU in diversity and equity issues on campus. Following the formation of the WCHHS Equity Committee, I supported the work of the Committee to formulate a series of Brown Bag Sessions to provide an opportunity for faculty, staff and students in the WCHHS to participate in diversity and equity issues at RU. This year the Committee continued with the Waldron College Character Campaign. The theme for the year is entitled *How do WE serve our community? Health and Human service professionals engaging in service and working together*. The purpose of this year's theme was to build on last year's theme of "Who are We?" The Campaign's overall objects are to

- Increase awareness of who "we" are & what "we" do;
- Explore what it takes to be "us" within our professional disciplines;
- Appraise the qualities "we" share and the qualities that differentiate each of our health and human services professions;
- Encourage others to join our professions.

Our program continued with a college-wide, year-long Equity in Character Campaign with the continuing theme of “Intersectionality”. According to Dr. Corey Cassidy and the Committee, the goal of intersectionality is to look at the multiple dimensions of every individual with whom we interact; in the process, we should begin to recognize where each of us has come from, including what dimensions make us the individuals we are (be it gender, race, role, education, sexual orientation, family status, etc.), and what each of us has to offer. The Committee encouraged faculty, staff, and students to participate in organized Brown Bags, book clubs, and service projects within the college, across campus, and throughout the community that address the themes. The poster competition was designed so that each unit was challenged to come up with a visual display to represent the components of each program’s code of ethics that addresses equity and inclusion and that epitomizes “professional character.” The Character Campaign culminated in the inaugural poster WE award, won by the team from Occupational Therapy.

The goal for this year’s theme was for everyone in our college to be more aware of their own differences, similarities, and strengths within and between our disciplines. This year’s theme focused on how we implement our roles and scopes of practice, specifically addressing who we serve and how we learn and collaborate on an interprofessional level to ensure evidence-based practices across our disciplines. I would like to thank the committee for their hard work (Drs. Corey Cassidy, Alice King Ingham, Karen Davis, Rebecca Scheckler, Deneen Evens, Megan Hebdon, Diane Millar, Judith Ismail, Kristen Jagger and Ms. Teresa Whitt).

The following is a summary of the events surrounding the Character campaign, culminating in an award given for the best poster in our poster competition:

**September:**

**THEME:** Interprofessional Collaboration among the Professionals

**ACTIVITY:** *WCHHS Panel Presentation and Discussion: Who WE Are*

Comprised of professionals (members of the Equity Committee) and students (as chosen by Equity Committee members)—one each from all five units); market to entire RU community to showcase our professions and discuss our roles and responsibilities in the community.

Participants: 18

**October:**

**THEME:** Substance Abuse in Healthcare and Human Services

ACTIVITY: *Panel Presentation and Discussion regarding substance abuse within the healthcare and human services arenas;*

Topics presented included the relationship between substance abuse and students/surrounding community, underserved populations, economic disparities, and opioid abuse. Panel was comprised of representatives from RU programs in the following areas: Substance Abuse services; RU Police Force; Social Work; Nursing. Participants: 21

### **November:**

THEME: Appalachian Culture

ACTIVITY: *Waldron College Interprofessional Education and Practice Symposium (WCIPEPS)*

a. *Student Participation in the WCIPEPS;*

The case study this year focused on a young female child with multiple disabilities; there will be a strong variable in the case that focuses on Appalachian culture; presentations by Dr. Theresa Burriss from Appalachian Studies.

b. *Student Lunch Break*

12:00 p.m. – 1:00 p.m.

Following the SC�PEPS, students were invited and encouraged to mingle and network with peers and faculty while enjoying a boxed lunch in Heth Hall. Participants: 190

### **February:**

THEME: Difficult Discussions about Race

ACTIVITY: *Book club discussion: Sue, D.W. (2015). Race Talk and the conspiracy of silence: Understanding and facilitating difficult dialogues on race;*

Facilitator: Corey Cassidy. Participants: 21

### **March:**

THEME: Intimate Partner Violence

ACTIVITY: *Speaker: Autumn Alexander, author of My Search for Good Enough.*

Participants: 45-60

### **April:**

THEME: Scholarship and Service among Health and Human Service Professionals

ACTIVITY: *4<sup>th</sup> Annual Waldron College Interprofessional Symposium & Expo;*

Culmination and presentation of the **How do WE serve our community?** *Poster Competition.* Anticipated Participants: 350

## **Develop New Academic Programs**

Developing new programs was another one of my major goals for this year. The doctorate in occupational therapy (OTD) was approved by the RU Board of Visitors in February 2016. The SCHEV proposal for the OTD was submitted to SCHEV in December 2016, and the SCHEV site

visit was in February 2017. The site visitors had several helpful suggestions for the OTD program, and those suggestions will be incorporated in a follow up submission to SCHEV this fall.

Continued conversations with the department chairs and school directors have led to several new programs being put forward over the past 5 years. Ideas have been submitted to the state, the RU Board of Visitors, and the upper administration. As I've said several times before, I will continue to advocate for new programs but with both fiscal and physical resources to implement such programs.

### **Center for Interprofessional Education and Practice**

Expanding interprofessional education and practice is one of the goals for the WCHHS. As such, an interprofessional culture and dialogue has permeated the college over the past several years. For the past four years, WCHHS has hosted an annual Interprofessional Symposium and Expo that has brought together the departments and schools from within the college and across the university, as well as partners throughout the surrounding communities, to address the collaborative networks that now enhance student learning and provide improvements in community health and human services across the Commonwealth. Additionally, WCHHS faculty was awarded a federal Advanced Nursing Education Grant in 2014 that has provided the foundation for an integrated medical clinic in Pulaski County, in which faculty and students from among seven disciplines currently practice. Finally, the WCHHS Student Education and Practice Symposium has provided the unique opportunity for our students to engage across disciplines and collaborate in interprofessional teams on case studies for the past 5 years. An interdisciplinary and interprofessional online course is being developed, which will be offered to all students across the WCHHS.

The outcomes from the annual symposium and expo, student practice symposium and the opportunities presented with the integrated clinic have fostered the need for further collaboration and an academic partnership outside of RU. This collaboration and partnership will be fostered through the creation of the Radford University Center for Interprofessional Education and Practice.

The goals of the Radford University Center for Interprofessional Education would include the creation of interprofessional partnerships to promote student engagement and interprofessional education, holistic care of clients, and collaboration with funding research initiatives/grants to advance interprofessional health care and human services education throughout the Commonwealth of Virginia, with a particular focus on southwest Virginia. A Center would allow us to expand and sustain these experiences for students, as well as provide continuing education opportunities for professionals in the region. An interdisciplinary and interprofessional online course which will be offered to all students across the WCHHS disciplines as an elective, is currently in the preparation stages. I would like to thank Drs. Vicki Bierman, Shelia Kranjik and Ms. Beth Deskins for their work on interprofessional education in the WCHHS.

The School of Nursing continues to expand the RN-BSN program. Over the past two years two new faculty members were hired in tenure-track positions, and Dr. Katie Katz continues to do an outstanding job in recruiting students and leading the efforts on that domain. Expansion into year three of the three-year phase-in plan is dependent upon funding being available for the third tenure-track position.

### **Develop Partnerships with Other Institutions**

The WCHHS has a long-standing history of being collaborative and has worked with several organizations, institutions, community entities, and practices due to the clinical nature of our disciplines. President Hemphill has a keen interest in partnering with our local communities and as such I have had several meetings with the RU leadership as well as leaders of Carilion Clinic, Virginia Tech Carilion School of Medicine and the Jefferson College of Health Sciences regarding partnerships. In addition, Dr. Hemphill asked me to serve on a committee with representatives from Carilion to explore partnership opportunities. Carilion has retained a consultant who specializes in partnerships with medical facilities. We met over spring break to discuss possible collaborations, and I am scheduled to meet next month again to continue discussions.

Our college units continue to cultivate partnerships with organizations across the Commonwealth and the country. We currently place students in 17 states, plus Washington

D.C., for clinical rotations. I would like to thank the department/school clinical directors for their hard work on accomplishing our clinical mission of the College. We have invited many of our local partners to the Waldron College Symposium & Expo this year. Please take some time to engage with them during that day.

### **Sub goals for the year**

#### Meet with Faculty:

During my fifth academic year as dean I have been able to carve out time for “coffee with Ken.” This year I provided informal opportunities to have coffee with me and others in our conference room. We will continue this activity throughout the academic year. Other faculty and staff have met with our associate dean. I continue to welcome other ideas about how we can facilitate meetings with faculty in the College.

#### Support Accreditation:

In October 2016, the Department of Communication Sciences and Disorders submitted their self-study report to the Council on Academic Accreditation (CAA) of the American Speech-Language-Hearing Association (ASHA). The exit report was overwhelmingly positive, and we received word this week that we are fully reaccredited for eight years. The School of Nursing had their reaccreditation site for the Doctor of Nursing Practice (DNP) program by the Commission of Collegiate Nursing Education (CCNE) in October 2016. The full commission will meet in April and we will receive word on the reaccreditation shortly thereafter. Finally, the MOT program will submit their self-study for reaccreditation to the Accreditation Council on Occupational Therapy Education (ACOTE) in July 2017, with their site visit scheduled for October 2017.

The COSD undergraduate and graduate, and the DNP programs were the only programs in the queue to be reviewed by the Academic Program Review Committee for the WCHHS this year. The departments spent countless hours preparing those documents for review. My report was submitted to the Academic Program Review Committee in March.



I know how much time, effort and energy goes into accreditation and I sincerely appreciate the work of the faculty and staff in continuing to make RU excellent by maintaining our rigorous professional accreditations.

#### Recruit Faculty:

We've continue to challenges in the College filling critical open positions. I have provided additional financial support to the units for recruiting faculty. We have been able to cross the finish line on many of those positions, and are poised to fill most if not all of them by the end of the academic year. We received permission to search for open positions in the college despite having to go through a financial reduction exercise at RU, where each of the colleges lost a position. Finding a permanent solution for staff needs in the College continues to be one of my major goals. We are working on multiple fronts to obtain positions, including through the new initiatives process (NIR's), as well as grant funding.

#### Alumni Involvement:

On Thursday March 31, 2016, the Department of Physical Therapy hosted a celebration event for alumni, faculty, staff, donors and friends of the program. President Kyle was the keynote speaker. There were over 50 guests, and we worked with University Advancement to raise money for an endowed scholarship in PT.

I've continued to work with University Advancement and Alumni Relations (Robyn Porterfield, Melissa Wohlstein, Bruce Cunningham and Jocelyn Stevens) on fundraising activities, cultivating relationships with donors, alumni and friends. We revised the dean's letters that are being sent out this year to solicit donations. I hosted a "Lunch and Learn" event in Roanoke in April 2016, to cultivate relationships and engage with donors and alumni.

#### Other:

Our revised Waldron College Ambassadors Program continues to thrive. As a Student Ambassador, the student has the opportunity to represent the undergraduate and graduate student body of Waldron College and participate in campus events that relate to admissions, student retention, and alumni affairs. While expanding his/her own professional knowledge and experience, the Ambassador provides a student perspective to potential students and their

families, current students, and alumni while working with the Waldron College Advising Center and Office of the Dean. I would like to thank Ms. Loretta Estes and Dr. Corey Cassidy for leading the supervision efforts.

Last year we published our first student achievement newsletter called the *Waldron Word*. This was a year-long project initiated by our office and created by graduate students in COSD and SOWK. The goal of the newsletter is to highlight student achievement, events and news from the Waldron College each semester. This year we continue to collect data and information for the newsletter. Once approval is obtained from University Relations, the newsletter will be shared via email, the WCHHS website and social media.

We were able to work with RU Facilities Management to renovate space for COSD, OT, SOWK and NURS in Waldron Hall once the RCPT department moved out of the building. I believe that the laboratory space renovation for COSD was a positive factor in their site visit in October. The OT department was able to gain some contiguous space, and both SOWK and NURS gained office space. New paint and carpet have helped update the look of the building, and over the course of the next year the other 2 floors in the building will be painted. A project was completed earlier this spring to address the leaking roof in Waldron Hall. I understand that a roof renovation project has been authorized on Waldron Hall to permanently address the leaking roof issues.

### **Other Activities**

- Participated in the Academic Affairs Leadership Team (AALT) meetings
- Provided guidance and counsel to chairs and directors
- Supported applications for tenure and promotion
- Supported staff attending professional conferences
- Provided support for refining the WCHHS Student Ambassadors program
- Met with candidates for various positions in the College
- Participated in commencement activities

- Provided closing remarks for the Nursing Pinning Ceremony
- Attended the OT Pinning Ceremony
- Met with candidates for the Provost Position
- Met with candidates for the Assistant Provost positions
- Served on the University Academic Program Review Committee
- Served on the University Academic Policies and Procedures Review Committee
- Reviewed and approved one-time and ETF requests
- Provided letters of support for faculty research grants
- Supported an application for faculty sabbatical
- Provided reports for the RU Board of Visitor meetings
- Continue to see audiology patients as part of my Carlot grant
- Assisted with facilitating agency contracts
- Evaluated chairs, directors, associate dean, assistants to the dean and College staff
- Continued to oversee medical records management from RU Family Health Clinics closure
- Served as reference for faculty
- Coordinated thank you letters to College donors
- Counseled faculty on tenure, promotion and career opportunities
- Participated in New Faculty and Service Recognition Luncheons
- Initiated and attended the WCHHS Holiday Reception in December
- Provided materials for RU Public Relations on stories about WCHHS
- Met with the personnel from University Relations
- Attended regular (monthly) meetings with the Provost
- Met with donors and RU Advancement personnel
- Met with HR regarding staff issues
- Continued to support the WCHHS Staff Team and their initiatives
- Supported graduate program coordinator position in the Department of Physical Therapy
- Submitted new initiative requests for the College to the Provost
- Met with RU personnel regarding clinical contracts
- Attended meetings on student retention and the Starfish system
- Attended the RU Diversity and Equity Reception in the Covington Center

- Met with Dean of Students and personnel from Student Affairs
- Led regular WCHHS Leadership Team meetings
- Approved the WCHHS summer school budget
- Met with University Advancement personnel and donors
- Met with Dr. Ebenezer Kolajo regarding SACS accreditation
- Met with Assistant Provost to discuss international program offerings
- Met with the Homecoming planning committee in University Advancement
- Met with representatives from the RU Foundation
- Attended Institutional Effectiveness Day, August 2016
- Attended meetings of the President's Leadership Council
- Attended Faculty Senate meetings
- Co-authored a peer-review presentation on adolescent behavior regarding concussion
- Presented on collaborations with College of Science and Technology and possible signature programs at RU
- Worked with Academic Affairs personnel on State Authorization initiatives
- Met with IT representatives to discuss technology training opportunities
- Attended the Three-Minute Thesis competition
- Completed mandatory CEU's to maintain licensure and certification
- Attended the second annual scholarship luncheon for new students
- Attended the "Dean's List" reception
- Invited to review an article for a professional journal
- Met with the associate dean of the graduate college to discuss CEU offerings
- Met with RU advancement personnel to discuss homecoming activities
- Participated in RU homecoming activities
- Participated in RU Budget Summit
- Met with University Registrar to discuss classroom scheduling for units in the WCHHS
- Met with VP for Enrollment Management
- Participated in Highlander Days
- Participated the RU Presidential Inauguration of Dr. Brian Hemphill
- Work with the Assistant Provost on articulation agreements and transfer guides for the VCCS and units in the WCHHS

- Met with SCHEV representative regarding new programs at RU
- Met with SCHEV representative regarding assessment
- Appointed to the Strategic Planning Task Force by President Hemphill
- Appointed to the Strategic Planning subcommittee on Mission, Vision and Core Values by President Hemphill
- Appointed to the Strategic Planning subcommittee on Academic Excellence and Research by President Hemphill
- Attended luncheon with delegation from China
- Met with representatives from the RU Foundation regarding the Clinical Simulation Centers
- Provided financial assistance to COSD to hire graduate assistants for the summer of 2016 to assist with reaccreditation preparation
- Purchased LED monitors for each of the units to display information
- Assisted PT with purchasing research equipment
- Provided funding for the WCHHS Advising Center to create an office for confidential advising

In summary, I believe we have had a wonderful year in the WCHHS and I look forward to the opportunity to continue to serve as dean.

Sincerely,

A handwritten signature in black ink, appearing to read "Ken Cox", is written over a light gray rectangular background.

Ken Cox