

Dean's Annual Report
Waldron College of Health and Human Services
2021-2022 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 in July of 2012, and continue to be inspired by working with faculty, staff and students in our College.

This year marks my tenth year serving as the dean of the WCHHS. In the time I've served as an administrator at RU (including my time as a chair and associate dean), I've worked with five different RU presidents. There have been eleven changes in the provost's office. I've served with 29 different deans at RU. I've also had the privilege of serving with 21 different chairs/school directors within the WCHHS. As we all know, one of the only constants in life is change. Through all of the change we've seen at RU, faculty commitment to our students has never wavered. I appreciate everything you do on a daily basis to make sure that students in our college get the highest possible quality education. The WCHHS continues to be a leader at Radford University, thanks to the entire WCHHS family.

At the all-college meeting on August 18, 2021, I shared some of my goals with you for the upcoming academic year. Major goals in the WCHHS for the 2021-2022 academic year were:

1. Continue to implement the RU and WCHHS Strategic Plans.
2. Continue to support faculty and student scholarship, research and innovation in the College.

3. Continue to provide support diversity, equity and inclusion initiatives in the College.
4. Continue to support interprofessional education (IPE) and re-envision IPE for the WCHHS and RUC.
5. Continue program growth.

There were several sub goals for this year, which included the following:

1. Replace vacant staff positions.
2. Support accreditation and reaccreditation for programs in our College.
3. Recruit faculty for open replacement positions in the College.
4. Continue to support alumni involvement with the College, and support the Capital Campaign for RU.
5. Meet individually with faculty, as well as bring back "Coffee with Ken."

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.

Dr. Kerry Vandergrift continues to serve as Interim Associate Dean for Interprofessional Education & Practice, and Diversity, Equity and Inclusion. Dr. Vandergrift has done an excellent job with our College initiatives in those areas (see below).

Faculty/Staff Hires

The 2021-2022 academic year has had a number of challenges for RU. Specifically, reduced overall enrollment has had a detrimental effect on the budget. Despite having a projected \$7 million budget deficit for next year, I was also able to work with the administration to get permission to hire one replacement tenure-track position in the School of Social Work and search for two tenure-track positions in the Department of Communication Sciences and

Disorders. We were also able to establish and hire a special purpose full time Director of Clinical Education position in the Department of PA Studies at RUC. Additionally, we were successful in converting another special purpose position to a tenure-track position to replace an upcoming retirement in the Department of PA Studies. We've had several changes in staff positions this year. I was able to garner replacement positions for every staff position that turned over this academic year. Searches are underway and expected to be completed by the end of the academic year.

I also successfully advocated for an increase in salary to equalize some faculty and staff inequities in the WCHHS departments. I have been successful in advocating to be able to fill faculty vacancies even when other colleges have been unable to search for replacement positions. One of the most significant hires this year was our new PT Chair, Dr. Kevin Chui. We are thrilled to have him join our Waldron College family.

RU has been able to continue Highlander Days in person this spring to renew our continued efforts to recruit students. As such, our office continues to work with admissions for these events at RU main campus and RUC.

Strategic Plan Implementation

The following section include the WCHHS and the RU Strategic plans and what we have accomplished through March 2022. We have fully met or partially met all of the goals in the strategic plan. Also, see attached appendix.

WCHHS Strategic Plan 2018-2023

Goal 1, strategies A, B, C, D, & E met.

Goal 2, strategies A, B, C, D, E, F & G met.

Goal 3, strategies A, B, C, D & F met. E partially met by biannual practice symposia.

Goal 4, strategies A, B, C, D, F, G, H, & I met.

Goal 5, strategies A, B, C, D, E & F met.

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Goal 6, strategies A, B, C, D, E & F met.

Goal 7, strategies A (partially met), B, C, D, met.

RU Strategic Plan Embracing the Tradition and Envisioning the Future

The WCHHS is an integral part of the RU strategic plan. Please see the RU website for updates on each area we are involved with through December 2021.

<https://www.radford.edu/content/strategic-planning/home/progress.html>.

Support Scholarship and Research in the College

There are three main objectives that I continued to focus on to help facilitate scholarship and research in the College. The support for these objectives has been accomplished by various activities in the college that were carried out by our team in the Dean's Office. The first was to provide targeted funding for research support again this year since we were not allocated money from RU for the WCHHS Research Grants to faculty to conduct their research. The second was to continue to support the WCHHS research "Wall of Scholars" on main campus and digitally at RUC. The third was to provide a forum to gather and interact socially while discussing research and scholarship adventures and opportunities. Finally, for the past several years we have provided a venue to showcase research and scholarship in the College.

As of March 23, 2022, faculty have already submitted 16 grants in the College. Over the past 10 years the Dean's Office has been helping to facilitate research by meeting with faculty and helping them develop proposals. Funding was not available from the university for the WCHHS faculty through the Waldron College Research Awards. In line with the objectives above, I have supplemented research activities financially from Dean's Office funding. I provided approximately \$20,000 in additional funding from the dean's office for three research proposals this year (PT and Nursing). Additionally, our continued goal to support the research activities in the College by showcasing them digitally on our "Wall of Scholars" is ongoing. We re-organized and displayed work and

scholarship from faculty and their students digitally at RU and RUC, including 26 faculty recognitions for publications, grants and presentations.

We were unable to provide an opportunity for the Waldron Interprofessional Researchers Engaging in Dialogue (Let's get W.I.R.E.D) event this year. However, we will provide opportunities for faculty to share scholarship opportunities in our College and provide a venue for exploring possible collaboration among our colleagues in the next academic year.

All of our efforts in the WCHHS Dean's office to support research and scholarship in our College have paid off. Since 2012, we have funded a total of 51 internal WCHHS Research Awards within the College. Faculty have submitted and received 11 university SEED grants for \$66,710. Additionally, WCHHS faculty have submitted 69 external grants for a total requested amount of \$19,187,945 in the past 10 years. WCHHS faculty have received \$7,874,281 in extramural funding from 57 of those submitted grants since 2012. Additionally, we received \$624,081 in funding from RU for new strategic initiatives. Finally, we received \$595,669 in roll over funding from the BHWET grant this year, and we are waiting to hear back on other grants from the School of Social Work. Kudos to all of our faculty for their hard work over the past ten years!

Support for Interprofessional Education and Practice in the College

We returned this year to an in-person event for our 10th 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. The event continues to grow, and this year the committee held two separate sessions (in-person in the fall, and virtually in the spring) to accommodate the number of students involved. On November 5, 2021, 148 students and faculty from three Waldron College disciplines, School of Nursing, Music Therapy and Early Childhood Education participated in the

table top case study activity designed to promote interprofessional communication and collaboration. The event included over 20 faculty moderators. The planning committee members included: Louise Coats (NURS), Boyung Park (Early Childhood Education); Diane Shepard (COSD); Viki Neurauter (OT); Trish Winter (Music Therapy); and Kerry Vandergrift (SOWK).

The spring *WCIFEPS* was held on February 18, 2022. Because this event was held virtually, we were able to expand the number of participants to over 222, including over 20 moderators and alternates. We were joined for the first time by participants from our Physician Assistant Program. In addition, students from Nursing, Communication Sciences and Disorders, Occupational Therapy, Social Work and Music Therapy participated. The planning committee included the fall members, plus two from RUC—Patricia Airey (PA) and Sallie Beth Johnson (PHHL).

Another major initiative in the WCHHS had to be put on hold again in spring 2021, due to the COVID-19 global pandemic. The **Annual Waldron College of Health and Human Services Interprofessional Symposium & Expo (IPS&E)** is returning and will be held in April 14, 2022. The purpose of this event is to continue to develop relationships among faculty and students in the WCHHS programs in the areas of research and scholarship. The meeting objectives are 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 has approximately 10 clinical affiliates, plus WCHHS-based student and faculty-based tables, including student groups, international initiatives, RUC programs, and service/community programs. We have over 50 presentations scheduled this year, many of which are peer-reviewed. Dr. Corey Cassidy, Executive Director of the Academic Success Center, will be our keynote speaker. Please make sure you plan to attend the Symposium & Expo on April 14, 2022.

Special thanks to the WCHHS/School of Nursing Symposium & Expo planning committee (Drs. Kim Baskette, Steve Glass, Sarah Smidl, Diane Shepard; and other participants Drs. Sara Nicely, Kevin Chui, Wendy Downey and Sarah Gilbert) as well as to Dr. Kerry Vandergrift, Interim Associate Dean for IPE and DEI.

I also want to acknowledge the work of Drs. Kerry Vandergrift and Patricia Airey on their planning for the Waldron College Interprofessional Simulation Day (WCIPSD) (formerly called "Disaster Day") on April 22, 2022. The event, which typically provides IPE simulation opportunities to students, faculty and standardized patients is a collaboration with RU, RUC and VTCSOM. As of now, we have 42 PA students, 11 MSW students, 13 RT students, 25 nursing students and 46 VTC medical students participating in the event. Thanks to Tricia and Kerry for all of their hard work.

Support Diversity, Equity and Inclusion Issues in the College

Ten 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. The summer of 2020, brought renewed attention to racial tensions in the United States and around the world. In a statement, the Waldron College Leadership Team and committee members of the Waldron College of Health and Human Services Equity Committee, condemned the murder of George Floyd and re-affirmed the commitment to Waldron's Core Values. Included in this statement were College commitments to:

- Believe the lived experiences of oppressed and vulnerable populations, including people of color, women, people with disabilities, religious minorities, immigrants, members of the LGBTQ community, diverse age groups, and people of lower socio-economic status;

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- Acknowledge white privilege and the intersectional oppressive experiences of some of our students, faculty, and staff, as well as our clients and patients;
- Stand-up against individual, institutional, and systemic discrimination;
- Examine and, as necessary, revise administrative policies and practices, including those related to recruitment and retention of faculty, staff, and students;
- Support faculty to teach and learn anti-racist pedagogy; and
- Teach our students anti-racist approaches to individuals and systems.

Beginning with these commitments as a charge, the Diversity, Equity, and Inclusion Committee decided to focus on engaging faculty to make changes at both administrative levels and in the classroom. Building on the existing “Tough Talks” structure, the committee renamed the meetings “Conversations for Change.” During the “Conversations,” the committee committed to “...*listen compassionately, share honestly, and learn bravely, in an effort to create a kinder world*” and required confidentiality, allowing others to make mistakes, and being supportive of each other.

During the academic year, four “Conversations” were held. Topics included: “*Inclusion Show and Tell*” facilitated by Dr. Viki Neurauter (OT); “*A Day in the Life of the Medically Underserved*” facilitated by Dr. Paula Prince (SOCY); “*Advancing Inclusivity Through Interruption*” facilitated by Dr. Christine Rogerson (SOWK); and “*Inclusive Syllabi*” facilitated by Dr. Merrie Winfrey (CITL). Participant numbers ranged from 11 to 20. Following each “Conversation” participants were invited to respond to a brief survey about their experiences at the events. All respondents strongly agreed (77.78%) or agreed (22.22%) that the event promoted a culture of diversity, equity and inclusion in our College.

In addition, two DEI book clubs were held this year. In the fall, participants met to discuss *Just Medicine: A Cure for Racial Inequality in American Health Care*. The spring book club discussed *Appalachian Reckoning: A Region Responds to*

Hillbilly Elegy. One of the contributors to the book, Dr. Theresa Burriss, will join in the final session of the spring book club.

The WCHHS DEI Committee also Hosted a listening event, *Hear Our Stories*. This was a forum for faculty and staff in the WCHHS and the School of Nursing to share their positive and negative personal experiences with attitudes, behaviors, policies or interaction related to diversity and inclusion as a student or member of the campus community. Members of the DEI Committee read excerpts of stories shared by our community.

Our WCHHS DEI Committee is open to all. I would like to thank the Committee for their hard work (regular participants were Kerry Vandergrift, Louise Coats, Renee Huth, Sara Nicely, Paula Prince, Laura Lee Whitten, Mingyang Zheng and Matthias Naleppa). Finally, thanks to Dr. Kerry Vandergrift for her service on the RU QEP for SACSCOC reaffirmation. The QEP is focusing on DEI, and Kerry is the representative from the WCHHS.

Center for Interprofessional Education and Practice

Expanding interprofessional education and practice is an ongoing goal for the WCHHS. As such, we established the Center for Interprofessional Education and Practice (CIPEP)

(<https://www.radford.edu/content/wchs/home/interprofessional-education.html>) in August, 2017 (the Center is currently housed in WH 340). For the past ten years, we have worked to create an interprofessional culture, and dialogue has permeated the college over the past several years. Since August 2017, interprofessional events and activities in the WCHHS have been organized from the Center, including the annual Interprofessional Symposium and Expo, the WCHHS Student Education and Practice Symposium, and the Waldron College Interprofessional Simulation Day.

The goals of the Radford University Center for Interprofessional Education 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. The Center allows 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.

Dr. Kerry Vandergrift and I are in the process of re-envisioning the IPE offerings at RU, RUC and with our partners at VTCSOM. Before the COVID-19 pandemic, the former interim provost and I sent a letter charging a university-wide working group to re-imagine what IPE will look like in the future. The group consisted of 26 members from all the colleges at RU, RUC and the VTC School of Medicine. That group has not met since the COVID-19 pandemic. Dr. Vandergrift has also engaged the WCIPEPS committee to take a broader role in the IPE in the WCHHS, and expanded the committee membership.

In addition, as many of you know, we are in the process of building the new Artis Center for Adaptive Innovation and Creativity (CAIC), which will have a component of the Health Sciences located there (CIPEP as well as clinical spaces). Until the completion of CAIC in 2024, we are working with RU Facilities to expand the physical space for CIPEP on the third floor of Waldron Hall. Look for that expansion and construction to take place later in the spring 2022.

There were four task forces that were created two years ago to help move the health sciences forward. Provost Lepre asked Dr. Johnnie Sue Wijewardane and me to continue to support the outstanding work of our WCHHS and Nursing faculty. We decided to move those task forces under the overall structure of the

Center for Interprofessional Education and Practice, led by Dr. Kerry Vandergrift. Kerry met with Research and Innovation Task Force (co-chaired by Drs. Wendy Downey and Steve Glass), Community Outreach (chaired by Dr. Renee Huth), and Global (chaired by Dr. Sarah Smidl and Ms. Vesna Cotic-Costello). We were unable to connect with the Teaching Task Force (chaired by Dr. Melania Stayokova). Dr. Steve Glass chaired our peer-review committee for the Waldron College Symposium and Expo, and continues to engage with Dr. Vandergrift around research related activities. Dr. Smidl continues to be actively involved with the Global Task Force. Their conference was cancelled this year, but they will continue to work toward their goals in the future. Dr. Renee Huth indicated that their Task Force on Community Outreach is currently inactive, but we will continue to work with them on any activities they pursue in the future. We will continue to evaluate the existing task force structure, and how we can support faculty and the initiatives that come from those task forces in the future.

Program Growth

We approved the new Master's Degree Certificate of Advanced Graduate Study in Health Professions Education in the Public Health & Healthcare Leadership (PHHL) Department this spring. This 100% online certificate allows eligible students to pursue advanced study in health sciences education, with a target population of health professionals with advanced clinical degrees and experience who wish to teach in their field of expertise, but lack background in educational strategies.

As you know, with the merger and creation of RUC, SACSCOC, SCHEV and the state granted RU the authority to offer the associate's degree programs (OTA, PTA and Surgical Technology) until such time as they could be transferred to a 2-year institution or converted to a bachelor's program. That process is on-going. The PTA program will end summer 2022, and the Surgical Technology program will transfer to Virginia Western Community College in the summer

2022. The OTA will take their last cohort of students in the fall 2022, with the program teaching out in 2025.

Three new strategic initiative proposals were funded from our college as part of the budget planning process for the 2021-2022 academic year. Many of these proposals included funding to expand the programs in the WCHHS. Those programs included the development of a Degree Advancement program in Respiratory Therapy (i.e. associate degree trained RT's will return to earn their bachelor's degree 100% online through our program). The development is well underway and we already have our first applications for fall 2022. The next proposal that was funded was money to support the advertising and marketing for the graduate programs in the PHHL department. Their chair and program directors have been working closely with University Relations and me to implement strategies from the proposals (such as LinkedIn ads, program specific journal ads, streaming radio and video, among others). Last but not least, development is also well underway for the online OTA to MOT bridge program for practicing Occupational Therapy Assistants to upgrade their degrees and become Occupational Therapists. We hired Tara Riddle to serve as the Director of that program, and she and her team have hit the ground running.

Sub goals for the year

Meet with Faculty:

As I mention in our all-college meeting in the fall 2021, one of my goals was to engage more with faculty in the college. I've attended faculty meetings and retreats through Zoom, but I wanted to have more personal interaction. I've met with over 95% of all of the faculty, mostly face to face, at least once since December (with others scheduled in the next few weeks). I would like to continue to hold these types of meetings so that I'm able to share updates with you outside of the normal communication process with the WCHHS Leadership Team. I'm also excited to start having "**Coffee with Ken**" meetings again.

Those are scheduled for next week. Please stop by and chat as your schedule permits. I continue to welcome ideas that come from these meetings with faculty in the College.

Support Accreditation and Curricular Revisions:

Congratulations to the School of Social Work for a successful virtual site visit with the Council on Social Work Education (CSWE) on March 17, 2022. In the exit meeting, the site visitors were extremely impressed with the School, faculty, staff and students. They were particularly impressed by the support from our administration for the School. While we may have additional work to do, we are expecting a positive report back from the CSWE site visitors, with a final reaffirmation coming in October 2022.

PHHL continues to work on their accreditation application revision for the Master's in Healthcare Administration program through the Commission on Accreditation in Healthcare Administration Management Education (CAHME). Initial feedback from CAHME was promising and the revision will be submitted in the next few weeks. We supported the hiring of a consultant to assist with the writing and compilation of the self-study in the Department of PA Studies. Dr. Sara Nicely and her team continue to make progress on the Accreditation Review Commission on Education for The Physician Assistant (ARC-PA) self-study that is due this summer. Dr. Sarah Smidl and her team are working on their five-year interim report for the Accreditation Council on Occupational Therapy Education (ACOTE), which is due in April 2022. In addition, Ave Mitta and her team are completing the process for the full reaccreditation for the OTA program, with a site visit set for 2023. Dr. Diane Millar successfully completed the annual report to the American Speech-Language-Hearing Association earlier this semester. Dr. JC Cook and his team are competing their self-study for reaffirmation in Emergency Services by the Committee on Accreditation for the Emergency Medical Services Professions (CoAEMSP) due in April 2022. Other programs continue to write and submit their annual accreditation reports as well.

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The WCHHS Dean's Office provides initial review and feedback for programs going through reaccreditation. Special thanks for all of your hard work!

Also, many of our department's curricula were substantially revised this year. We had over 100 curriculum proposals pass through the WCHHS Curriculum Committee and me this year. I know how much time, effort and energy goes into accreditation and curricular revision, and I sincerely appreciate the work of the faculty and staff in continuing to make RU excellent by maintaining our rigorous professional accreditations. Special thanks to the WCHHS Curriculum Committee (Glen Mayhew (chair), Andrew Murray, Patricia Airey, Sarah Smidl, Diane Hodge, Shala Cunningham, Diane Millar and Tom Castor).

Recruit Faculty and Staff:

We continue to have challenges in the College filling critical open positions. I was able to garner support from the provost's office for replacement tenure track lines in the School of Social Work, Department of Communication Sciences and Disorders, Department of Public Health & Healthcare Leadership and the Department of Physician Assistant Studies. I was successful in working with the Provost to retain each of the faculty lines in our College that were vacated due to retirements or departures during this academic year. This is significant, in that not every college was able to retain their vacant positions. I have provided additional financial support to the units for recruiting faculty as needed. We have been able to cross the finish line on many of those positions, and are poised to fill most of them by the end of the academic year. We received permission to search for open positions in the College again this year, despite continuing to have challenges with fiscal resources.

Alumni Involvement and Fundraising:

Despite the on-going challenges with COVID-19, I've continued to work with University Advancement and Alumni Relations (Wendy Lowery and Tom Lillard) on fundraising activities, cultivating relationships with donors, alumni and friends.

We again revised the dean's letters that are being sent out this year to solicit donations. The RU Advancement Office has tasked the WCHHS (which included the School of Nursing) with fundraising goals over 5 years for the Capital Campaign of \$9,600,000 (for WCHHS and Nursing). The total amount that we have received to date is \$13,507,865 (for WCHHS and Nursing). From 3/20/21-3/11/22 we raised \$5,160,049 for just the WCHHS alone. We have raised more than \$13,475,803 for the WCHHS since I've been the Dean of the of the College, and I'm confident we can continue to raise even more over the next 5 years. I continue to participate in the Capital Campaign Steering Committee activities. Tom Lillard serves as our RU Advancement representative. Special thanks to Wendy Lowery and Tom for all they continue to do for the WCHHS.

Faculty Senate Ad Hoc Committee on Adjunct Faculty Compensation:

Interim Provost Rogers appointed me to serve on this important committee in the fall 2021. The Faculty Senate recommended a review and recommendation of adjunct compensation by taking into account annual CUPA data, RU peer institutions data and local competitor institution data. The committee has done extensive review of this information and is formulating recommendations for the provost to consider for adjusting adjunct faculty compensation for next academic year.

Course Minimums and Faculty Workload Committee:

When Dr. Orion Rogers was appointed to serve as Interim Provost, he asked me to serve on this important committee as well. The Course Minimums and Faculty Workload Committee was tasked with drafting the Course Minimums Policy. In addition, the Committee has been reviewing workload across campus, reassigned time, differences in workload for tenure/tenure-track vs. special purpose faculty, norms for colleges, accreditation requirements relative to workload, as well as how this information is stored and disseminated. A report will be provided to the interim provost by the end of the academic year.

College Ambassadors:

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 and Office of the Dean. Special thanks to Dr. Glen Mayhew for his continued efforts with this program.

Facilities Upgrades:

We are working again this year with RU Facilities Management to provide some much-needed upgrades to Waldron Hall, including upgrading some of our student areas. Additionally, we are scheduled to have renovations and upgrades for the CIPEP (see above) on the third floor of Waldron Hall. We hosted leaders from the Virginia State Legislature in November 2021, at RUC to tour the facility to help us make the case for a new building in Roanoke. In January 2022, Interim President Lyn Lepre announced that a budget amendment for detailed planning for a new building for RUC in Roanoke was submitted to the state, along with a bill for funding by Senator Edwards. We may not receive the funding this year, but at least now we are in the queue to be considered moving forward. We have worked to shift some space from our PTA program to be used by our OT/OTA programs moving forward. We are working with facilities to acquire necessary classroom furniture for that space. I continue to push for a comprehensive review of the renovation needs in our building and with our programs. In the fall 2021, Mike Biscotte and Jorge Coartney did a comprehensive space utilization study at RUC. The results of that study have been moved forward and are awaiting the arrival of our new president, Dr. Bret Danilowicz.

Other Activities

- Communicated with Faculty/Staff: Hold regular WCHHS Leadership Team Meetings, send regular email updates from the AALT meetings and the Dean's Council to the WCHHS LT and the WCHHS Staff Team Chair for dissemination to faculty and staff. Met individually with faculty during 2021-2022 academic year
- Provided guidance and counsel to chairs and directors
- Led regular WCHHS Leadership Team meetings
- Continued to support the WCHHS Staff Team and their initiatives
- Advocated for the College: Participated in the Academic Affairs Leadership Team (AALT) meetings
- Participated in the Dean's Council Meetings
- Attended regular (monthly) meetings with the Provost
- Attended and participated in meetings of the President's Leadership Council
- Worked with Carilion Visiting Student Affairs to onboard WCHHS students back into clinical rotations
- Attended and reported out to the RUC Operations Advisory Group
- Attended to the RUC Integrated Services Steering Committee
- Attended to RUC Academic Leader Working Group
- Served on the VIAL Oversight Committee and attended regular quarterly meetings
- Provided support for refining the WCHHS Student Ambassadors program
- Met with candidates for various positions in the College
- Fiscal resources: Facilitated approval for over \$200,000 in ETF funding for the WCHHS
- Participated in commencement activities at RU and RUC
- Attended the State of the University Address
- Facilitated the distribution of WCHHS RU Foundation Scholarships

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- Served on the University Academic Program Review and Enhancement Committee
- Served on the University Academic Policies and Procedures Review Committee
- Provided letters of support for faculty research grants
- Attended RU Board of Visitor meetings
- 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
- Wrote thank you letters to College donors
- Counseled faculty on tenure, promotion and career opportunities
- Provided materials for RU Public Relations on stories about WCHHS
- Met with the personnel from University Relations
- Met with donors and RU Advancement personnel
- Met with HR regarding staff issues
- Continued to support the WCHHS Staff Team and their initiatives
- Submitted new initiative requests for the College to the Provost
- Met with RU personnel regarding clinical contracts
- Attended meetings on student retention
- Met with personnel from Student Affairs
- Approved the WCHHS summer school budget
- Met with Dr. Sandra Baker regarding SACSCOS accreditation
- Met with Assistant Provost to discuss program offerings
- Met with representatives from the RU Foundation
- Attended Faculty Senate meetings
- Competed mandatory CEU's to maintain licensure and certification

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- Met with University Registrar to discuss classroom scheduling for units in the WCHHS
- Met with VP for Enrollment Management
- Awarded the WCHHS Staff Award
- Reviewed applications of the Dalton Eminent Scholar Program
- Participated in RUC commencement December 2021
- Met with representatives from the CAS office
- Met with potential donors
- Attended virtual presidential open forum
- Met with the Attorney General representative on student issues
- Supported the continuation of the TEACH program with VTC
- Met with University Relations to make revisions to the WCHHS website
- Facilitated the expansion of the WCHHS social media presence (Dr. Glen Mayhew and the WCHHS Facebook page).
- Provided closing remarks at the 2021 Global Health Conference (virtual)
- Provided comments at the Surgical Technology PAC
- Participated in the Surgical Technology Program Transition group meetings with VWCC
- Presented at the CAIC Groundbreaking Ceremony May 2021
- Participated in virtual Highlander Day events
- Participated in Quest
- Attended and presented at the Academic Affairs Leadership Team Retreat in June 2021
- Met with Visionpoint to discuss marketing and advertising for the programs in the WCHHS
- Presented Dr. Iris Mullins with a recognition for her service on the WCHHS Leadership Team as the Director of the School of Nursing
- Attended Partnerships in Excellence event in the Scartelli Atrium
- Met with the Dean of the Libraries search candidates
- Attended the Presidential Search Forums

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- Attended and presented at the Healthcare Administration Board meetings
- Attended the RUC Fall Festival
- Attended meetings for finalists for the Assistant Provost for Budgets and Academic Operations search
- Met with incoming RU President Dr. Bret Danilowicz

In summary, I believe we have accomplished much during this 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", with a stylized flourish at the end.

Ken Cox

Waldron College of Health and Human Services

Strategic Plan

2018-2023

Vision Statement:

The Waldron College of Health and Human Services is a community of clinician-scholars preparing competent, compassionate professionals to meet the diverse needs of our community, region, nation, and world.

Mission Statement:

It is the mission of the WCHHS to

- Facilitate and recognize excellence of students, faculty, and staff.
- Provide a supportive environment for transformative academic and clinical experiences, while integrating innovative, evidence based and active teaching and learning strategies.
- Incorporate the use of state-of-the-art technologies to ensure development of professionalism, strong written and oral communication skills, critical thinking skills, and clinical reasoning skills through both didactic and clinical work.
- Promote interprofessional collaboration and high impact practices among the faculty, staff, and students in teaching, scholarship, and service.
- Facilitate and recognize excellence of students, faculty, and staff.
- Foster culturally competent care within a diverse and global society.
- Facilitate health promotion and wellness in the community.

Core Values:

- Altruism
- Awareness of and respect for all professional roles and responsibilities
- Critical thinking, clinical reasoning, and creative problem-solving
- Effective and professional communication
- Equitable and ethical behavior toward all groups and individuals
- Full participation
- Human rights
- Improved outcomes that result from interprofessional collaboration and high impact practice opportunities
- Inclusion of high impact practices in the curriculum
- Inclusivity and justice
- Lifelong learning and leadership
- Outstanding and innovative instruction, advising and mentoring of students
- Public Stewardship
- Respect of all cultures, races, religions, genders and gender identification, and roles
- Technical literacy
- Use of models of best practice

WCHHS Dean's Annual Report 2022

| Goals: | Core Values: | Strategies: | Connection to the RU 2018-2023 Strategic Plan |
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| <p>1. WCHHS will facilitate and recognize excellence of students, faculty and staff.</p> | <ul style="list-style-type: none"> Outstanding and innovative instruction, advising and mentoring of students | <p>A. Recognize a distinguished WCHHS faculty member and staff member each year for their outstanding contributions in the areas of teaching, research, and/or service;</p> <p>B. Recognize distinguished WCHHS faculty members within each unit each year within the following categories: research contribution, classroom teaching, clinical supervision, advising and/or mentoring of students, and university service;</p> <p>C. Display examples of faculty, staff, and student achievements in all WCHHS physical sites, on the WCHHS website, and on social media sites;</p> <p>D. Recognize the value and impact of alumni engagement with WCHHS and share examples of student and alumni activities and achievements through an annual digital newsletter;</p> <p>E. Provide funding and/or other support-based resources to facilitate faculty and student excellence in scholarship, service,</p> | <p>ACADEMIC EXCELLENCE AND RESEARCH</p> |
| | | | <p>Goal 4: RU will increase faculty & student-faculty collaborative research, scholarship & creative activities that are externally validated through peer review & supported by grants.</p> <p><i>Strategy B</i> <i>Strategy C</i> <i>Strategy E</i> <i>Strategy F</i></p> |
| | | | <p>PHILANTHROPIC GIVING AND ALUMNI ENGAGEMENT</p> |
| | | | <p>Goal 1: RU will broaden engagement for constituents.</p> <p><i>Strategy A</i> <i>Strategy C</i> <i>Strategy D</i></p> |
| | | | <p>STUDENT SUCCESS</p> <p>Goal 2: RU will increase student engagement in both the social and academic arenas to enrich the Radford experience and increase student retention and success.</p> <p><i>Strategy B</i></p> |

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| | | and professional development. | |
| <p>2. WCHHS will provide a supportive environment to faculty, staff, and students while integrating innovative, evidence based and active teaching and learning strategies.</p> | <ul style="list-style-type: none"> • Critical thinking, clinical reasoning, and creative problem-solving • Effective and professional communication • Use of models of best practice • Lifelong learning and leadership • Inclusion of high impact practices in the curriculum | <p>A. Support faculty and student research that targets evidence-based teaching strategies with funding and mentorship;</p> <p>B. Support learning communities for faculty and student endeavors, including collaborations, experiences, and training, that enhance active teaching and learning strategies and practices;</p> <p>C. Participate in public and private partnerships in which faculty and students will engage in health sciences, healthcare and human services throughout the region;</p> <p>D. Implement and maintain cooperative agreements with community partners to provide students with best-practice clinical, externship, and field placement experiences.</p> <p>E. Investigate short-term and long-term solutions for additional classroom, clinical, and office space;</p> <p>F. Collaborate with the Dean of Students to develop a WCHHS Code of Conduct;</p> | <p>ACADEMIC EXCELLENCE AND RESEARCH</p> |
| | | | <p>Goal 1: RU will be a leading institution of higher education in the Commonwealth of VA to produce students with a high level of applied learning capabilities for productive professional and personal lives.</p> <p style="text-align: right;"><i>Strategy A3</i> <i>Strategy B1</i></p> <p><i>Strategy B2</i></p> <p>Goal 2: RU will garner recognition for signature academic programs in health sciences, healthcare & human services across the lifespan.</p> <p style="text-align: right;"><i>Strategy A1</i> <i>Strategy A2</i> <i>Strategy B1</i> <i>Strategy B2</i> <i>Strategy C1</i> <i>Strategy C2</i> <i>Strategy D1</i></p> <p><i>Strategy D2</i></p> |
| | | | <p>STUDENT SUCCESS</p> |
| | | | <p>Goal 1: RU will assist students in becoming more independent, self-confident & effective learners who disseminate knowledge, innovate & solve problems creatively.</p> <p style="text-align: right;"><i>Strategy A1</i> <i>Strategy A2</i></p> |

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| | | <p>G. Support and facilitate professional accreditation activities to ensure successful accreditation/re-accreditation in each unit.</p> | <p><i>Strategy E</i> Goal 2: RU will increase student engagement in both the social and academic arenas to enrich the Radford experience and increase student retention and success. <i>Strategy A</i></p> <p><i>Strategy C</i></p> |
| <p>3. WCHHS will incorporate the use of state-of-the-art technologies to ensure student development of professionalism, strong written and oral communication skills, critical thinking skills, and clinical reasoning skills through both didactic and clinical work.</p> | <ul style="list-style-type: none"> • Technical literacy • Use of models of best practice • Inclusion of high impact practices in the curriculum | <p>A. Ensure that WCHHS has a representative on the RU IT Committee;</p> <p>B. Support faculty and student use of technologies to enhance educational experiences in the classroom and clinical settings that will foster growth in critical thinking, clinical reasoning, and problem-solving skills, by providing training and funding opportunities;</p> <p>C. Support training for both faculty and students to succeed in teaching and learning via distance learning and online courses;</p> <p>D. Ensure IT support and faculty education with regard to technologies;</p> <p>E. Provide support to ensure teaching and learning of written communication and oral communication practices are taught and demonstrated;</p> | <p>ACADEMIC EXCELLENCE AND RESEARCH</p> <p>Goal 2: RU will garner recognition for signature academic programs in health sciences, healthcare & human services across the lifespan. <i>Strategy A1</i> <i>Strategy A2</i> <i>Strategy B1</i> <i>Strategy B2</i> <i>Strategy C1</i> <i>Strategy C2</i> <i>Strategy D1</i> <i>Strategy D2</i></p> <p>STUDENT SUCCESS</p> <p>Goal 1: RU will assist students in becoming more independent, self-confident & effective learners who disseminate knowledge, innovate & solve problems creatively. <i>Strategy A1</i></p> <p><i>Strategy E</i></p> |

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| | | F. Provide experiential learning opportunities through simulation technologies to enhance student learning. | |
| 4. WCHHS will provide opportunities for faculty and students to demonstrate cooperation and professional interaction through interprofessional education, scholarly and service activities and high impact practices across health related disciplines. | <ul style="list-style-type: none"> • Awareness of and respect for all professional roles and responsibilities • Improved outcomes that result from interprofessional collaboration and high impact practice opportunities • Social harmony | A. Create and support a Center for Interprofessional Education and Practice; | ACADEMIC EXCELLENCE AND RESEARCH |
| | | B. Host an annual WCHHS Interprofessional Education & Practice Symposium to provide opportunities for faculty and students from all disciplines to work together in teams; | <p>Goal 2: RU will garner recognition for signature academic programs in health sciences, healthcare & human services across the lifespan.</p> <p style="text-align: right;"><i>Strategy A1</i> <i>Strategy A2</i> <i>Strategy B1</i> <i>Strategy B2</i> <i>Strategy C1</i> <i>Strategy C2</i> <i>Strategy D1</i> <i>Strategy D2</i></p> |
| | | C. Host an annual WCHHS Interprofessional Symposium & Expo to provide opportunities for faculty and students to share accomplishments in areas of pedagogy, scholarship, and service with members of the campus and community; | <p>Goal 4: RU will increase faculty & student-faculty collaborative research, scholarship & creative activities that are externally validated through peer review & supported by grants.</p> <p style="text-align: right;"><i>Strategy B</i> <i>Strategy E</i> <i>Strategy F</i></p> |
| | | D. Develop an interprofessional continuing education program in gerontology; | STUDENT SUCCESS |
| | | E. Develop an interprofessional continuing education program in early intervention; | <p>Goal 1: RU will assist students in becoming more independent, self-confident & effective learners who disseminate knowledge, innovate & solve problems creatively.</p> <p style="text-align: right;"><i>Strategy A1</i> <i>Strategy A2</i></p> |
| | | F. Develop interprofessional coursework in | |

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| | | <p>cultural competence and ethics in health services;</p> <p>G. Utilize interprofessional experiential opportunities with simulation technologies and real practice experiences to enhance teaching and learning outcomes.</p> <p>H. Support interprofessional educational initiatives for faculty and students.</p> <p>I. Engage in events with alumni to demonstrate support for interprofessional collaboration between faculty, students, and alumni.</p> | <p><i>Strategy E</i></p> <hr/> <p>PHILANTHROPIC GIVING AND ALUMNI ENGAGEMENT</p> <p>Goal 1: RU will broaden engagement for constituents <i>Strategy A</i></p> |
| <p>5. WCHHS will facilitate and recognize excellence of students, faculty and staff.</p> | <ul style="list-style-type: none"> Outstanding and innovative instruction, advising and mentoring of students | <p>A. Recognize a distinguished WCHHS faculty member and staff member each year for their outstanding contributions in the areas of teaching, research, and/or service;</p> <p>B. Recognize distinguished WCHHS faculty members within each unit each year within the following categories: research contribution, classroom teaching, clinical supervision, advising and/or mentoring of students, and university service;</p> <p>C. Display examples of faculty, staff, and</p> | <p>ACADEMIC EXCELLENCE AND RESEARCH</p> <p>Goal 4: RU will increase faculty & student-faculty collaborative research, scholarship & creative activities that are externally validated through peer review & supported by grants. <i>Strategy B</i> <i>Strategy C</i> <i>Strategy E</i> <i>Strategy F</i></p> <hr/> <p>PHILANTHROPIC GIVING AND ALUMNI ENGAGEMENT</p> <p>Goal 1: RU will broaden engagement for constituents. <i>Strategy A</i> <i>Strategy C</i></p> |

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| | | <p>student achievements in all WCHHS physical sites, on the WCHHS website, and on social media sites;</p> <p>D. Recognize the value and impact of alumni engagement with WCHHS and share examples of student and alumni activities and achievements through an annual digital newsletter;</p> <p>E. Provide funding and/or other support-based resources to facilitate faculty and student excellence in scholarship, service, and professional development.</p> | <p style="text-align: right;"><i>Strategy D</i></p> <hr/> <p>STUDENT SUCCESS</p> <hr/> <p>Goal 2: RU will increase student engagement in both the social and academic arenas to enrich the Radford experience and increase student retention and success.</p> <p style="text-align: right;"><i>Strategy B</i></p> |
| <p>6. WCHHS will foster culturally competent care within a diverse and global society.</p> | <ul style="list-style-type: none"> • Respect of all cultures, races, religions, genders and gender identification, and roles • Equitable and ethical behavior toward all groups and individuals • Full participation • Human rights • Social harmony • Inclusivity and justice | <p>A. Encourage faculty, staff, and student participation in the WCHHS Equity Committee events;</p> <p>B. Provide faculty, staff, and students with opportunities to engage in open dialogue regarding issues and events related to diversity, equity, and full participation;</p> <p>C. Increase visibility of WCHHS values and implement a college-wide annual Equity in Character Campaign to increase faculty, staff, and student awareness of issues related to diversity,</p> | <p style="text-align: center;">ACADEMIC EXCELLENCE AND RESEARCH</p> <hr/> <p>Goal 2: RU will garner recognition for signature academic programs in health sciences, healthcare & human services across the lifespan. <i>Strategy A1</i></p> <p style="text-align: right;"><i>Strategy A2</i> <i>Strategy B1</i> <i>Strategy B2</i> <i>Strategy C1</i> <i>Strategy C2</i> <i>Strategy D1</i> <i>Strategy D2</i></p> <p>Goal 4: RU will increase faculty & student-faculty collaborative research, scholarship & creative</p> |

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| | | <p>equity, justice, and full participation in the healthcare and human services arena;</p> <p>D. Recruit and retain diverse faculty, staff, and students;</p> <p>E. Initiate learning experiences and opportunities by engaging diverse groups among students, faculty, campus participants, and community partners;</p> <p>F. Collaborate with diverse communities nationally and internationally through the establishment of international experiences and opportunities by and for faculty and students.</p> | <p>activities that are externally validated through peer review & supported by grants. <i>Strategy B</i></p> <p style="text-align: right;"><i>Strategy E</i></p> <hr/> <p style="text-align: center;">BRAND IDENTITY</p> <hr/> <p>Goal 1: RU will cultivate a fierce pride among internal constituents through a shared understanding and experience of the Highlander identity and values. <i>Strategy D</i></p> <hr/> <p style="text-align: center;">STUDENT SUCCESS</p> <hr/> <p>Goal 1: RU will assist students in becoming more independent, self-confident & effective learners who disseminate knowledge, innovate & solve problems creatively. <i>Strategy A1</i> <i>Strategy A2</i></p> <p>Goal 2: RU will increase student engagement in both the social and academic arenas to enrich the Radford experience and increase student retention and success. <i>Strategy A</i></p> |
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| <p>7. WCHHS will facilitate health promotion and wellness in the community via partnerships and high impact practices by both faculty and students.</p> | <ul style="list-style-type: none"> • Public stewardship • Altruism | <p>A. Publish a synopsis of public service efforts and accomplishments by WCHHS faculty, staff, and students on the WCHHS website, social media sites, and annual digital newsletter;</p> <p>B. Promote existing campus resources for service learning opportunities through publication on the WCHHS website and social media sites;</p> <p>C. Support collaborative faculty and student service learning opportunities with funding and additional resources;</p> <p>D. Promote and support community health promotion</p> | <p style="text-align: center;">ACADEMIC EXCELLENCE AND RESEARCH</p> <p>Goal 2: RU will garner recognition for signature academic programs in health sciences, healthcare & human services across the lifespan.</p> <p style="text-align: right;"><i>Strategy A1</i> <i>Strategy A2</i> <i>Strategy B1</i> <i>Strategy B2</i> <i>Strategy C1</i> <i>Strategy C2</i> <i>Strategy D1</i> <i>Strategy D2</i></p> <p>Goal 4: RU will increase faculty & student-faculty collaborative research, scholarship & creative activities that are externally validated through peer review & supported by grants.</p> |

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| | | <p>and wellness initiatives across the region via faculty, staff, and student participation in health care facilities and human service organizations that provide clinical practice sites for WCHHS students, free clinics, health fairs, etc.</p> | <p><i>Strategy B</i></p> <hr/> <p>ECONOMIC DEVELOPMENT AND COMMUNITY PARTNERSHIPS</p> <hr/> <p>Goal 1: RU will contribute to overall economic growth & increased employment opportunities in the region through both indirect and direct economic development activities in health...</p> <p><i>Strategy B3</i></p> |
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