

Dean's Annual Report
Waldron College of Health and Human Services
2022-2023 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 eleventh 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 twelve changes in the provost's office. I've served with 32 different deans at RU. I've also had the privilege of serving with 21 different chairs/school directors within the WCHHS. 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 17, 2022, I shared some of my goals with you for the upcoming academic year. Major goals in the WCHHS for the 2022-2023 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.

WCHHS Dean's Annual Report 2023

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. Hire a permanent associate dean for interprofessional education and practice and diversity, equity and inclusion
2. Replace vacant staff positions.
3. Support accreditation and reaccreditation for programs in our College.
4. Recruit faculty for open replacement positions in the College.
5. Continue to support alumni involvement with the College, and support the Capital Campaign for RU.
6. Meet individually with faculty, and continue "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.

During the fall 2022 semester the WCHHS conducted an internal search for the permanent Associate Dean for Interprofessional Education & Practice, and Diversity, Equity and Inclusion. The committee, chaired by Dr. Glen Mayhew, followed the *T&R Faculty Handbook* policies and procedures for hiring an associate dean. Dr. Kerry Vandergrift was selected for the position and began serving in that capacity in the January 2023.

Another major change in the staff of the WCHHS dean's office in the fall 2022 semester was when the WCHHS full-time associate dean, Dr. Glen Mayhew, was selected to serve as the interim associate provost for Radford University Carilion

(RUC). Glen had and continues to have my full support in this new role. He continues to advocate for the WCHHS, just in a different capacity. This change did leave a significant gap for coverage in the college. As such, I was able to work with the provost's office to name Dr. Kevin Chui as the acting associate dean for academic and faculty affairs for the college in January 2023. I appreciate Kevin's continued efforts to help us reach our goals for the remainder of the year and next year.

Faculty/Staff Hires

The 2022-2023 academic year has had a number of challenges for RU. Specifically, continued reduced overall enrollment has had a detrimental effect on the budget. Despite having a projected budget deficit for next year, I was able to work with the administration to get permission to hire two replacement tenure-track positions in the Department of Public Health and Healthcare Leadership and search for two tenure-track positions in the Department of Communication Sciences and Disorders. Additionally, we were successful in hiring a faculty member 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.

RU has continued to focus on Highlander Days in 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 president has stated that moving forward we will have a 2-3 year "bridge plan" as we come to the end of our current Radford University Strategic Plan. This makes sense given the hiring of our new provost. As we move into the next academic year, the WCHHS will begin discussions on developing our next college strategic plan. In the meantime, we have continued to implement our

WCHHS Dean's Annual Report 2023

current plan. The following section includes the WCHHS and the RU Strategic plans and what we have accomplished through March 2023. 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.

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 2022 (this was the last posted update from the university).

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

Support Scholarship and Research in the College

There are four 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 24, 2023, faculty have already submitted 6 external grants and 3 internal grants in the College (for \$912,879). We have already received funding this year totaling \$534,011. Over the past 11 years the Dean's Office has been helping to facilitate research by meeting with faculty and helping them develop proposals. Funding was not available again this year 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 \$10,000 in additional funding from the dean's office for professional development and service related items this year. 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 28 faculty recognitions for publications, grants and presentations.

In the past, we were able to provide an opportunity for the Waldron Interprofessional Researchers Engaging in Dialogue (Let's get W.I.R.E.D) event. However, this year we decided to provide opportunities for faculty to share scholarship and possible collaboration among our colleagues at the WCHHS Symposium and Expo in April 2022. Dr. Sallie Beth Johnson led an engaging "Research and Writing Collaborative Café."

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 13 university SEED grants for \$85,035. Additionally, WCHHS faculty have submitted 75 external grants for a total requested amount of \$20,089,499 in the past 11 years. WCHHS faculty have received \$8,389,967 in extramural funding from 59 of those submitted grants since 2012. Additionally,

we received \$624,081 in funding from RU for new strategic initiatives. Kudos to all of our faculty for their hard work over the past eleven years!

Support for Interprofessional Education and Practice in the College

We returned this year to an in-person event for our 11th annual *Waldron College Interprofessional Education and Practice Symposium (WCIPEPS)*, or *Case Study Activity*. 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. On November 4, 2022, 189 students from four Waldron College disciplines, School of Nursing, and Counseling Psychology participated in the table top case study activity designed to promote interprofessional communication and collaboration. The event included over 20 faculty moderators (209 total participants). The planning committee members included: Louise Coats (Nursing); Wil Kolb (Physical Therapy); Diane Shepard (COSD); Pei-Chun Tsai (Counseling Psychology); Viki Neurauter (OT); and Kerry Vandergrift (SOWK).

The spring *WCIPEPS* was held on February 17, 2023, as a virtual event. Because this event was held virtually, we were able to expand the number of participants to over 236, including over 24 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 Patricia Airey (PA), Kim Baskette (PHHL), Louise Coats (NURS), Tom Castor (PHHL), Viki Neurauter (OT), Rachel Rotert (MT), Diane Shepard (COSD), and Kerry Vandergrift (SOWK).

The Waldron College Interprofessional Simulation Day (WCIPSD) was held April 22, 2022 at the Carilion Center for Simulation, Research and Patient Safety. Students and faculty participants included: Respiratory Therapy; Physician Assistants; the School of Nursing; the School of Medicine at VTC; and, for the

first time, Social Work. The planning committee includes Patricia Airey (PA), Natalie Karp (VTC), Kathy Pellant (RT), Paul Stromberg (VTC), and Kerry Vandergrift (SOWK).

The IPE Steering Committee was launched to develop the vision for and oversee the implementation of Interprofessional Education and Practice (IPEP) activities for the professions in Waldron College. The committee will draw on IPEP best practices, the Interprofessional Education Collaborative (IPEC) Competencies, and each profession's ethics, skills, accreditation requirements, unique needs, and existing IPEP activities. Members will build on the strategic plans for both Waldron College and the University, and will engage disciplines from across the University when appropriate. Patricia Airey (PA), Keith Gentry (OT), Renee Huth (PT), Christine Keller (NURS), Wil Kolb (PT), and Kerry Vandergrift will attend the Interprofessional Education Consortium Institute May 23-25.

The objectives for this institute are to:

1. Map current IPE activities and identify gaps to meet each Waldron disciplines' ethics, accreditation requirements, skills, and unique IPE needs
2. Develop two year and five-year plans for IPE events based on discipline requirements, using the IPEC Competencies as a common framework for meeting our College IPE needs
3. Identify next steps in connecting IPE to Interprofessional Practice in our communities

The Annual Waldron College of Health and Human Services

Interprofessional Symposium & Expo (IPS&E) returned and was held on 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 Symposium included 47 poster sessions and three podium presentations, and featured Corey Cassidy, PhD, CCC-SLP, as our keynote speaker. Twelve community partners joined the Expo, and Dr. Sallie Beth

Johnson led an engaging “Research and Writing Collaborative Café.” Planning committee members were: Kim Baskette (PBHL); Kevin Chui (PT); Wendy Downey (NURS); Stephen Glass (PT); Sara Nicely (PA); Sarah Smidl (OT); and Diane Shepard (COSD); and Kerry Vandergrift (SOWK). The Peer Review Committee is Sarah Garrison (OT), Euna Lee (Nursing) and Chair Stephen Glass (PT). This year the Symposium will be held April 13, 2023 and will feature keynote speaker Kay Danilowicz, MEd, MA, CCC-SLP, and currently has over 60 posters and seven interactive presentations, including roundtables, panels, and REVIVE! Training.

Support Diversity, Equity and Inclusion Issues in the College

Eleven years ago, I laid the groundwork for faculty in the College to be leaders at RU in diversity, equity and inclusion 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. In a statement, the Waldron College Leadership Team and committee members of the Waldron College of Health and Human Services Equity Committee re-affirmed the commitment to Waldron's Core Values in 2020.

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;
- 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.

This year, the members developed and approved vision, mission, and objectives for the DEI Committee:

Vision

Our vision is to champion a culture of diversity, equity, and inclusion in our College, so all faculty, staff, and students reach their full potential as individuals and as health professionals.

Mission

We value the human experience and advocate for policies and practices that work to achieve equity and inclusion for all members of our College.

Objectives

- We work to identify structural, institutional, and individual discrimination.
- We advocate for policies and practices that achieve equity and inclusion.
- We provide access to resources and activities that promote awareness of and action on social injustices and inequities, from an anti-racist perspective.

The DEI Committee hosted four “Conversations for Change” series for faculty and staff. Our topics for the academic year included: *Interrupting Micro Aggressions* facilitated by Christine Rogerson (SOWK) and Allison Wisecup (SOCY); *Religious Diversity and Cultural Identity in Public University Learning Environment* facilitated by Geoffrey Pollick (RELG); *Introducing the QEP:*

Community Actions Teams facilitated by Merrie Winfrey (CITL); and *Breaking the Silence: The Intersection of Blackness and Stuttering on the Ivory Tower Tenure Track* presented by Antonio Ellis (STEL).

Building on the Inclusive Syllabi workshop from last year, the Committee hosted two syllabi workshops (December 2022 and January 2023) to help faculty from Waldron College and the School of Nursing review and revise a syllabus for spring semester.

As part of the commitment to expanding our reach, we continue to post recordings and materials from our activities on the DEI D2L course shell. Committee members are also supporting a DEI focused presentation at the IPE Symposium in April, *Interprofessional ethics: Working together with diverse populations*.

This committee is open to all. I would like to thank the Committee for their hard work. Regular participants included Andrea Barrick (SOWK), Louise Coats (NURS), Renee Huth (PT), Lisa Kuppler-Lee (NURS), Diane Millar (COSD), Viki Neurater (OT), Sara Nicely (PA), Kerry Fay Vandergrift (SOWK), and Mingyang Zheng (SOWK).

Finally, special 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. For the past eleven years, we have worked to create an

WCHHS Dean's Annual Report 2023

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.

We finally have a space for the CIPEP and it is located on the third floor of Waldron Hall (WH 305). We have Zoom capability, seating for approximately 25-30 participants, as well as an office space. There is a small library located in the space, and we have a “store front” feel with glass walls to display our IPE activities. A calendar has been established for the space, and each of the administrative assistants in the college have been or will be given access to schedule events. In addition, this space will be available to faculty, staff and students to use on a regular basis. This includes our colleagues in the School of Nursing.

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.

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). Once completed, the CIPEP will be located in the CAIC building.

There were also four task forces that were created a few years ago under a previous administration. We have folded them into the Center for Interprofessional Education and Practice, led by Dr. Kerry Vandergrift. Dr. Sarah Smidl, chair of the Global Task Force indicated they met nine times this academic year. They developed an Interprofessional Global Health Strategies (IPEH 600) course that has just been submitted through Curriculog. 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. The PTA program ended in summer 2022, and the Surgical Technology program was successfully transferred to Virginia Western Community College in the summer 2022. The OTA enrolled 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 (funded for 3 years). 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 return to earn their bachelor's degree 100% online through our program). That program has currently has 20 students. The next proposal that was funded was money to support the advertising and marketing for the graduate programs in the PPHL 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). Finally, the proposal for the online OTA to MOT bridge program for practicing Occupational Therapy Assistants to upgrade their degrees and become Occupational Therapists has been submitted to ACOTE and is in the pipeline to be submitted to SCHEV. Thanks to Tara Riddle, Director of that program, and her team for all of their hard work.

During the fall 2022 semester, I worked with Drs. Diane Hodge and Christine Rogerson to gain approval from the university to move forward with a fully online MSW program in the School of Social Work. After considerable revision and justification, we were able to get approval from RU administration and submitted the proposal to CSWE. The proposal is also in the pipeline to be reviewed by SCHEV. The target start date for the online MSW is fall 2023.

Sub goals for the year

Meet with Faculty:

As I mention in our all-college meeting in the fall 2022, one of my goals was to continue to engage more with faculty in the college. Last year I met with over 95% of all of the faculty, mostly face to face. This year I've continued to hold several one-on-one meetings with faculty. These types of meetings help me share updates with you outside of the normal communication process with the WCHHS Leadership Team. I've also continued my "**Coffee with Ken**" meetings. 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 their successful reaffirmation through 2030 from the Council on Social Work Education (CSWE) on November 17, 2022. Congratulations to the Department of Physician Assistant Studies for their successful site visit on October 20-21, 2022. The ARC-PA site team was thoroughly impressed with the department, faculty, staff and students. They were particularly impressed by the support from our administration for the department. While we may have additional work to do, we are expecting a positive report back from the ARC-PA later this spring.

PHHL submitted their accreditation application for the Master's in Healthcare Administration program through the Commission on Accreditation in Healthcare Administration Management Education (CAHME). The review committee for CAHME meets in April 2023. If approved, they will begin their self-study in the 2023-2024 academic year, with a site visit in spring 2025. Dr. Sarah Smidl and her team submitted their five-year interim report for the Accreditation Council on Occupational Therapy Education (ACOTE). In addition, Ms. Ave Mitta and her team are submitted an inactive status report to ACOTE along with their annual report since the OTA program is closing. Dr. Diane Millar successfully completed the annual report to the American Speech-Language-Hearing Association earlier this semester. Dr. JC Cook and his team received their 5-year reaffirmation in Emergency Services by the Committee on Accreditation for the Emergency Medical Services Professions (CoAEMSP) in 2022. Other programs continue to write and submit their annual accreditation reports as well. 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 departments' curricula were substantially revised this year. We had over 100 curriculum proposals pass through the WCHHS Curriculum Committee and me again 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 (former chair), Andrew Murray, Patricia Airey, Vesna Costello, Sarah Smidl, Diane Hodge, Shala Cunningham, Diane Millar, Sarah Rakes and Tom Castor – current chair).

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 Department of Communication Sciences and Disorders, Department of Public Health & Healthcare Leadership and the Department of Physician Assistant Studies. 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. We were able to hire six replacement staff positions this year in the college.

Alumni Involvement and Fundraising:

I've continued to work with University Advancement and Alumni Relations (Penny White 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 for the capital campaign (since 2019) is \$16,517,240 (for WCHHS and Nursing). From 3/12/22-3/11/23 we raised an additional \$1,680,750 for just the WCHHS alone. We have raised more than \$15,156,553 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

WCHHS Dean's Annual Report 2023

continue to participate in the Capital Campaign Steering Committee activities. Tom Lillard serves as our RU Advancement representative. Special thanks to Penny White and Tom for all they continue to do for the WCHHS.

Provost Search Committee:

President Danilowicz appointed me as the administrative representative to the Provost Search Committee in fall 2022. After countless hours of reviewing applications and materials, meetings with colleagues on the search committee and interviewing multiple candidates, the search ended with a successful candidate being hired. Dr. Bethany Usher, from GMU, will be the next Provost at Radford University in June 2023. I look forward to working with her.

Internal Governance Review Committee:

President Danilowicz appointed me to serve on the Internal Governance Review Committee in March 2023. This standing committee is charged with reviewing the IG documents every four years to look at structures, policies and processes that may no longer be appropriate as the university evolves.

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.

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 completed renovations and upgrades for the CIPEP (see above) on the third floor of Waldron Hall. We continue to make the case for a new building in Roanoke. President Bret Danilowicz convened a meeting of a committee in the fall 2022, to begin looking at collaboration with VT and Carilion on new building(s) in Roanoke. Glen Mayhew and Jorge Coartney have been tasked with reconvening that group to continue planning in the spring 2023. We shifted some space from our former PTA program to be used by our OT/OTA programs since last summer. 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 reviewed by Dr. Mayhew, the provost and the president. The outcome of those plans should be released in the next few weeks, which will have a direct positive impact on the WCHHS space in Roanoke.

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 2022-2023 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
- Attended and reported out to the RUC Operations Advisory Group

WCHHS Dean's Annual Report 2023

- 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 \$229,000 in ETF funding for the WCHHS
- Participated in commencement activities at RU
- Attended the State of the University Address
- Facilitated the distribution of WCHHS RU Foundation Scholarships
- 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

WCHHS Dean's Annual Report 2023

- Continued to support the WCHHS Staff Team and their initiatives (special thanks to Melissa Roberts for Chairing the Staff Team)
- Submitted budget and “visionary” 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. Jessica Stowell regarding SACSCOS accreditation
- Met with Assistant Provost to discuss program offerings
- Met with representatives from the RU Foundation
- Attended Faculty Senate meetings
- Completed mandatory CEU's to maintain licensure and certification
- 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 RU/RUC commencement December 2022
- Met with representatives from the CAS office
- Met with potential donors
- 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
- Participated in the Surgical Technology Program Transition group meetings with VWCC
- Participated in virtual Highlander Day events
- Participated in Quest
- Met with Visionpoint to discuss marketing and advertising for the programs in the WCHHS

WCHHS Dean's Annual Report 2023

- Attended Partnerships in Excellence event
- Attended the Provost Search Forums
- Attended the RUC Fall Festival
- Participated in the Graduate College Three Minute Thesis (3MT) event
- Met with staffers from Senator Tim Kaine's office regarding healthcare programming at RUC and RU main campus
- Attended the retirement reception for Dr. Orion Rogers
- Represented the WCHHS at the Employee Service Lunch
- Met with RHEC Director regarding medical imaging programming
- Met with candidates for the ACSAT dean position
- Met with candidates for the CVPA dean position
- Attended events related to the new Highlander Hotel
- Met with Virginia Secretary of Health and Human Resources, John Little, to discuss healthcare initiatives
- Attended the New Faculty Reception at the President's house
- Met with candidates for the Vice President for Finance and Administration position
- Attended the Presidential Inauguration on September 30, 2022
- Presented at the Healthcare Administration Advisory Board meeting
- Participated in the Carilion Clinic Career Advisory Conference
- Completed the US News & World Report Survey for online programs
- Participated in the HCA partnership meeting
- Successfully advocated for 2 faculty professional development leave awards in the WCHHS
- Participated in the Lettie Pate Whitehead Foundation Site Visit
- Spoke at the OT and PA Pinning Ceremonies
- Met with the design team for the CAIC building to select furniture for the WCHHS spaces
- Met with the QEP team to discuss the R-CATS
- Hosted high school juniors to discuss the programs in WCHHS

WCHHS Dean's Annual Report 2023

- Met with consultants on the RU website redesign
- Attended the scholarship award dinner for newly admitted RU students
- Met with deans and department chairs from VT to discuss possible collaborations
- Serving on the provost committee to review electronic record keeping for RU academic affairs personnel

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

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Goals:	Core Values:	Strategies:	Connection to the RU 2018-2023 Strategic Plan
<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>

		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>

		<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>

		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><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><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><i>Strategy A1</i> <i>Strategy A2</i></p>
		F. Develop interprofessional coursework in	

		<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>

		<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>

		<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>

		<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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