

Dean's Annual Report
Waldron College of Health and Human Services
2018-2019 Academic Year

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

At the all-college meeting on August 22, 2018, I shared that my major goal for this year was the merger with the Jefferson College of Health Sciences (JCHS). President Hemphill also addressed the faculty and outlined our process for the year. Other goals in the WCHHS for the 2018-2019 academic year were:

1. Implement the RU and WCHHS Strategic Plans.
2. Continue to support scholarship and research in the College.
3. Continue to support diversity and equity issues in the College.
4. Continue to support interprofessional education.

Several sub goals for this year, which included the following:

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

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

Merger with JCHS

Many of us have spent hundreds if not thousands of hours in meetings over the past year, and completing the work of merging with JCHS. For my part, working with the Academic Programs and Accreditation subcommittee, Human Resources subcommittee and the Steering Committee has been an intensely rewarding experience. Additionally, my work with each of the individual department chairs, administrators and faculty members from RU and JHCS has allowed us to move forward with the academic portion of the merger. The President and others have worked tirelessly to obtain general assembly and governor approval for the merger. SCHEV has also approved the merger. The SACSCOC prospectus has been submitted, and we expect to have final approval in July 2019, when JCHS will become part RU as Radford University Carilion. I want to especially thank Provost Kenna Colley for her tireless efforts on this merger. Her ability to facilitate meetings, lead change and provide counsel and guidance have allowed for us to be in a position to successfully complete the merger process.

In addition, as you know, I have supported and helped facilitate the restructuring of the WCHHS and the School of Nursing. There will be a Dean of the School of Nursing beginning sometime in the next academic year. The Dean of Nursing and the Dean of the WCHHS will report to an Associate Provost for Health Sciences with a dotted line reporting to the Provost. The School of Nursing will have its own organizational structure, budget, etc. All of the other disciplines currently in the WCHHS, and those joining us from JCHS will report to the WCHHS Dean.

The newly merged School of Nursing will continue to fly the banner of the WCHHS. The merged Nursing School will immediately become the second largest nursing program in the state (in terms of student numbers). The WCHHS will also gain three new departments. The Department of Clinical Health Professions will include the Bachelor of Science in Emergency Medical Services, Bachelor of Science in Respiratory Therapy and the Associate of Science in Surgical Technology (through the teach out and then move to VWCC). The next new department is the Department of Public Health and Healthcare Leadership. This department is comprised of the BS in Health Sciences, BS in Public Health, the BS in Healthcare Administration, the Master of Health Sciences the Master of Healthcare Administration and the Doctor of Health Sciences. Finally, the Department of Physician Assistant Studies will join the WCHHS, offering the MS in Physician Assistant. The OTA and DOT (OTD) programs will be added to our Occupational Therapy Department. The PTA program will be added to our Physical Therapy Department (until the teach out is completed).

Strategic Plan Implementation

The following section is the WCHHS and the RU Strategic plans and what we have accomplished through March 2019. We have met or partially met the following goals. Also, see attached appendix.

WCHHS Strategic Plan 2018-2023

- Goal 1, strategies A, B, D, & E.
- Goal 2, strategies B, C, D, E & G.
- Goal 3, strategies A, B, C, D & F.
- Goal 4, strategies A, B, C, F, G, & H.
- Goal 5, strategies A, B, C, & E 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 2018.

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

Support Scholarship and Research in the College and Interprofessional Education

There are four main objectives that I continued to focus on to help facilitate scholarship and research in the College. The 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 above and beyond the WCHHS Research Grants to faculty to conduct their research. The second was to continue to support the WCHHS research "wall of fame" on the first floor. The third was to provide a forum to gather and interact socially while discussing research and scholarship adventures and opportunities. Finally, I wanted to continue to showcase research and scholarship in the College. It should be noted that as we move forward with the JCHS merger, the college activities that we have provided for the past seven years will likely change significantly with the growth of the WCHHS and change in organizational structure.

As of March 25, 2019, we have already submitted 20 grants in the College, which is consonant with our goals for this year. Over the past five years the Dean's Office has been helping to facilitate research by meeting with faculty and helping them develop proposals. The level of funding available from the university to the WCHHS faculty through the Waldron College Research Awards was consistent with last year. Five projects were fully funded. In line with the objectives above, I have supplemented research activities financially from Dean's Office funding. I provided over \$13,000 in additional funding from the dean's office for five research proposals this year. The projects funded were from three of the five units in the college. Additionally, we have continued to support the research activities in the College by showcasing them on our "research wall of fame" located on the first floor of Waldron Hall. Our office organized and displayed work and scholarship from 24 faculty and their students on the wall, which represented multiple peer-reviewed articles and presentations.

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Another avenue for supporting the WCHHS research and scholarship was the fourth Waldron Interprofessional Researchers Engaging in Dialogue (Let's get W.I.R.E.D) event that was held on September 27, 2018. This event hosted 8 of our colleagues from three of our five disciplines, with guest Mr. Tom Cruise, Director of Sponsored Programs. Mr. Cruise discussed supporting research and scholarship opportunities at RU. This also provided opportunities for faculty to share the many scholarship opportunities in our College and provided a venue for exploring possible collaboration among our colleagues.

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 48 internal WCHHS Research Awards within the College. Faculty have submitted and received seven university SEED grants for \$38,900. Additionally, WCHHS faculty have submitted 51 external grants for a total requested amount of \$15,572,545 in the past seven years. WCHHS faculty have received \$5,895,202 in extramural funding from 40 of those submitted grants since 2012. Kudos to all of our faculty for their hard work over the past seven years!

Another major initiative in the WCHHS last year was the 5th Annual Waldron College of Health and Human Services Interprofessional Symposium & Expo (IPS&E) held on April 10, 2018. The purpose of this event was to continue to develop relationships among faculty and students in the WCHHS programs in the areas of research and scholarship. The meeting objectives were to showcase research and scholarly work of the WCHHS faculty and students, encourage faculty to incorporate interprofessional scholarship in their course objectives and promote interprofessional scholarship and service in the WCHHS and across the University. There were over 450 participants. The Expo had 24 clinical affiliates, plus WCHHS-based student and faculty-based tables, including student groups, international initiatives, and service/community programs. We had 74 presentations from faculty and students (140 presenters) in the WCHHS, several

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of which were peer-reviewed. Dr. Marisela Hemphill, Radford University's First Lady, was our keynote speaker.

We are continuing with the 6th Annual WCHHS IPS&E this year to be held on April 18, 2019. This year the committee continued with the option for multiple tracks (including peer-reviewed track, scholarship, research or service tracks). We anticipate over 500 participants, with 80-90 poster presentations and podium sessions scheduled (over 150 presenters), and we have about 32 programs scheduled for the Expo. There will be a continued focus on interprofessional engagement between RU programs and community partners. We will also be including our colleagues from the JCHS.

I would again like to thank the committee for all of their hard work. Thanks to the WCIPS&E Peer Review Committee for their time and efforts (Kerry Vandergrift (chair), Arco Paul, Sarah Gilbert, Phil Mongan, Hyejin Park and Sarah Smidl). I would like to especially thank Dr. Corey Cassidy, Associate Dean of the WCHHS, for all of her hard work and dedication to the College. Her commitment to excellence and attention to detail have again made these initiatives possible.

Again this year, our highly talented group of faculty spearheaded our eighth annual Waldron College Interprofessional Education and Practice Symposium (WCIEPEPS). 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 (Fall and Spring) to accommodate the number of students involved. There were more than 200 undergraduate and graduate students and over 25 faculty moderators participated in the Fall Interdisciplinary Symposium held on November 2, 2018. We had participants from all of our units in the WCHHS, as well as Early Childhood Education and Special Education. I supported the committee's work with funding from the Dean's Office, and through the Waldron College Center for

Interprofessional Practice and Education. The spring 2019 included faculty and students from all of the disciplines in our college as well as Athletic Training and Psychology. In total, there were more than 360 students and 60 faculty engaged in this interprofessional activity. I would like to commend the IPE planning committee for all of their hard work (thanks to Drs. Sheila Krajnik, Corey Cassidy (chair), Kevin Parcetich, Kemberly Campbell, Hyejin Park and Sarah Smidl).

Support Diversity and Equity Issues in the College

Seven years ago, I laid the groundwork for faculty in the College to be leaders at RU in diversity and equity issues on campus. Following the formation of the WCHHS Equity Committee, I supported the work of the Committee to formulate a series of Brown Bag Sessions to provide an opportunity for faculty, staff and students in the WCHHS to participate in diversity and equity issues at RU. This year the Committee continued with the Waldron College Character Campaign. The theme for the year is entitled "*How Do We Impact Our Community?*" The purpose of this year's theme was to build on last year's theme of "*How do WE work together to serve others? Health and Human service professionals engaging in service and working together?*" The Committee encouraged faculty, staff, and students to participate in organized Brown Bags, book clubs, "tough talks" and service projects within the college, across campus, and throughout the community that address the themes.

The goal of this year's theme focused on the needs of individuals within our own community and how our work impacts those in need.

The following questions were asked through a series of Tough Talks and Community Engagement activities:

- Who needs to be served in our community?
- What are current available services ? What services are lacking and/or need to be offered?
- Where and when are services provided?
- How do WE provide (or support) services for those who are in need?

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I would like to thank the committee for their hard work (Corey Cassidy, Louise Coats, Sarah Gilbert, Matthias Neleppa, Rebecca Scheckler, and Judith Ismail). The following is a summary of the events surrounding the 2018-2019 Character campaign.

October:

THEME: Tough Talks: Children and families experiencing homelessness in the New River Valley

ACTIVITY: Awareness, prevention, and support services for children and their families who are experiencing homelessness or living below the poverty line in and around the NRV. Participants: 3 moderators and 10 participants.

November:

THEME: Tough Talks

ACTIVITY: Discussion - Hospice ideology from a volunteer's perspective and pre-planning a funeral or memorial service from a funeral celebrant's perspective. Participants: 1 moderator and 5 participants.

October- December:

THEME: Community Engagement Activities.

ACTIVITY: Week of October 29, 2018 - November 2, 2018: "Children's Book Drive" 604 books collected; Week of November 26, 2018 – November 30, 2018: "Socks for Hospice" Drive. 60 socks and 12 blankets collected.

February:

THEME: Tough Talk: The aging population and their caregivers

ACTIVITY: Discussion - Best practices for addressing the needs of the aging population and their caregivers in the New River Valley. Participants: 1 moderator and 14 participants.

February:

THEME: Interprofessional community engagement activity.

ACTIVITY: Senior Health Fair. Participants: School of Nursing.

March:

THEME: Tough Talk: College students experiencing stress and anxiety.

ACTIVITY: Discussion - Addressing stress management and anxiety in and supporting the college student population at Radford University. Participants: 2 moderators and 5 participants.

March:

THEME: Interprofessional community engagement activity.

ACTIVITY: Student Stress Management Fair. Anticipated Participants: 350.

April:

THEME: Scholarship and Service among Health and Human Service Professionals

ACTIVITY: *6th Annual Waldron College Interprofessional Symposium & Expo;*
Anticipated Participants: Over 500.

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 (<https://www.radford.edu/content/wchs/home/interprofessional-education.html>) in August, 2017 (the Center is housed in WH 340, with Dr. Corey Cassidy serving as Director). For the past 7 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 upcoming annual Interprofessional Symposium and Expo, and the WCHHS Student Education and Practice Symposium.

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 interprofesional online course which will be offered to all students across the WCHHS disciplines as an elective, is currently in the preparation stages.

The role of interprofessional education (IPE) continues to be examined as part of the merger with JCHS. An IPE working group was formed as part of the academic programs and accreditation subcommittee of the merger. Several recommendations were submitted as part that working group (e.g. IPE minor),

and will continued to be explored as we interact more with the Virginia Tech Carilion Medical School. In addition, during the new initiative requests through the budgeting process at RU, I requested funding for a full-time staff person and a Director of the Center. We've continued fund-raising efforts for the Center as well.

Sub goals for the year

Meet with Faculty:

During my seventh academic year as dean I have held 2 sessions of "coffee with Ken." I have also provided informal opportunities to have coffee with me at Starbucks at the request of faculty members. I continue to welcome ideas that come from these meetings with faculty in the College.

Support Accreditation:

In June 2018, the DPT program submitted their self-study for reaccreditation to the Commission on Accreditation in Physical Therapy Education (CAPTE). In September 2018, the Department of Physical Therapy had their site visit from CAPTE. The exit report was overwhelmingly positive, and we submitted a response to the on-site visit report in October 2018. We will be informed after CAPTE's spring meeting on 4/26-30, 2019, of the final outcome.

There were several questions surrounding nursing and accreditation process with our merger with JCHS. I participated in phone conferences with both the VA Board of Nursing and CCNE to clarify these questions. Dr. Iris Mullins and I attended the VA Board of Nursing meeting on November 1, 2018, to inform the Board about the merger and clarify any potential issues.

We worked with all of the individual accrediting agencies to ensure that none of our accreditations would be adversely affected by the merger with JCHS.

Also, the OT and the Social Work curricula were substantially revised and approved by the WCHHS Curriculum Committee and me this year. I know how much time, effort and energy goes into accreditation and I sincerely appreciate the work of the faculty and staff in continuing to make RU excellent by maintaining our rigorous professional accreditations.

Recruit Faculty 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 one new faculty line in the School of Social Work this year (special purpose position). I was also able to get one new faculty line for nursing in the Clinical Simulation Center this year. I was successful in working with the Provost to retain each of 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 despite continuing to have challenges with fiscal resources.

Alumni Involvement and Fund Raising:

I participated in RU's Volunteer Summit on February 23, 2019. 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 revised the dean's letters that are being sent out this year to solicit donations. Recently, the RU Advancement Office has tasked the WCHHS with fundraising goals for the next 5 years. This amount is substantial. However, we have raised more than \$6 million for the WCHHS since I've been the Dean of the of the College, and I'm confident we can raise the amount that we've been asked to raise over the next 5 years.

Other:

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

We are working with RU Facilities Management to install an opaque film on the glass wall on the first floor waiting area that was installed in response to a request by the COSD accreditors. The installation of new carpet is expected over the course of the next year on the second and third floors.

Clinical Simulation Center Move to Cook Hall

For the past several years we have been working behind the scenes to facilitate the expansion of the RU Clinical Simulation Centers. In the fall 2018, the third floor of Cook Hall renovations were completed creating a showcase facility for our Radford site. I was able to garner support for nearly \$440,000 in funding through the Equipment Trust Fund (ETF process) and one-time funding from the President's office for equipment to complete this project. RU Facilities Management was able to provide funding for the additional cost of renovating the space. Kudos to Cindy Cunningham and her team in the CSC for helping to make this move a reality.

Center for Adaptive Innovation and Creativity (CAIC)

President Hemphill appointed me to the building committee for our new building for the arts as well as expansion of space for the health disciplines in our college, and collaboration with information technology. The committee selected an architectural firm and a construction firm for the project. The committee and

representatives from our college met with the architectural firm over the course of the past academic year. We achieved our timeline and goals, and the package for the building was submitted to the General Assembly on time. Unfortunately, a bond package was not approved this year, which means the building was not funded. We will continue the process again for next year. I want to thank and recognize fellow committee member, Dr. Diane Millar for all of the countless hours working on this process.

Other Activities

- Participated in the Academic Affairs Leadership Team (AALT) meetings
- Provided guidance and counsel to chairs and directors
- Supported applications for tenure and promotion
- Supported staff attending professional conferences
- Provided support for refining the WCHHS Student Ambassadors program
- Met with candidates for various positions in the College
- Participated in commencement activities
- Provided closing remarks for the Nursing Pinning Ceremonies
- Attended the OT Pinning Ceremony
- Served on the CAIC Building Committee
- Served on the University Academic Program Review Committee
- Served on the University Academic Policies and Procedures Review Committee
- Reviewed and approved one-time and ETF requests
- Provided letters of support for faculty research grants
- Provided reports for the RU Board of Visitor meetings
- Continue to see audiology patients as part of my Carlot grant
- Assisted with facilitating agency contracts
- Evaluated chairs, directors, associate dean, assistants to the dean and College staff

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- Continued to oversee medical records management from RU Family Health Clinics closure
- Served as reference for faculty
- Coordinated thank you letters to College donors
- Counseled faculty on tenure, promotion and career opportunities
- Participated in the Service Recognition Luncheons
- Initiated and attended the WCHHS Holiday Reception in December
- Provided materials for RU Public Relations on stories about WCHHS
- Met with the personnel from University Relations
- Attended regular (monthly) meetings with the Provost
- Met with donors and RU Advancement personnel
- Met with HR regarding staff issues
- Continued to support the WCHHS Staff Team and their initiatives
- Submitted new initiative requests for the College to the Provost
- Met with RU personnel regarding clinical contracts
- Attended meetings on student retention
- Met with Dean of Students and personnel from Student Affairs
- Led regular WCHHS Leadership Team meetings
- Approved the WCHHS summer school budget
- Met with Dr. Sandra Baker regarding SACSCOS accreditation
- Met with Assistant Provost to discuss international program offerings
- Met with representatives from the RU Foundation
- Attended Institutional Effectiveness Day, August 2018
- Attended meetings of the President's Leadership Council
- Attended Faculty Senate meetings
- Co-authored a peer-review publication on using a head impact indicator and other screening tools in youth football (published 2018)
- Attended the Three-Minute Thesis competition
- Competed mandatory CEU's to maintain licensure and certification
- Attended the annual scholarship luncheon for new students

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- Invited to review multiple articles for professional journals
- Met with University Registrar to discuss classroom scheduling for units in the WCHHS post JCHS merger
- Met with VP for Enrollment Management
- Participated in Highlander Days
- Work with the Provost on articulation agreements the VWCC and NRCC and units in the WCHHS
- Met with representatives from NRCC regarding articulations agreements
- Met with representatives from the RU Facilities regarding the Clinical Simulation Centers
- Attended events surrounding the naming of the Davis College of Business and Economics
- Met with Director of Government Affairs
- Facilitated and attended the WCHHS Staff Team retreat
- Attended AALT retreats in August 2018
- Attended the state of the university address
- Awarded the inaugural WCHHS Staff Award
- Met with Carilion personnel on the research process in their institution
- Attended events surrounding the COBE Dean search
- Met with representatives from the RHEC
- Met with candidates for the Assistant Provost for Global Education and Engagement
- Attended meetings on development of the health informatics certificate/program
- Reviewed applications of the Dalton Eminent Scholar Program
- Attended the Partners in Excellence Luncheon
- Attended events surrounding the Graduate College Dean search
- Attended the ceremonial signing event with Emory and Henry College
- Participated in phone conferences with ACOTE, CAPTE and CCNE regarding the JCHS merger

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- Attended the VA Board of Nursing meeting to brief them on the JCHS merger
- Attended the Carilion Nursing Clinical Scheduling meeting
- Attended the RU Retention Summit
- Attended presentation by Ruffalo Noel Levitz on retention
- Participated in phone conference with VWCC regarding collaborations
- Supported the partnership with Social Work and the New College Institute

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

Sincerely,

A handwritten signature in black ink, appearing to read "Ken Cox", written in a cursive style.

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, and professional development.</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 style="text-align: right;"><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 style="text-align: right;"><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 style="text-align: right;"><i>Strategy B</i></p>			

<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>G. Support and facilitate professional accreditation activities to ensure successful accreditation/re-accreditation in each</p>	<p style="text-align: center;">ACADEMIC EXCELLENCE AND RESEARCH</p> <hr/> <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 style="text-align: right;"><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> <hr/> <p style="text-align: right;"><i>Strategy D2</i></p> <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.</p> <p style="text-align: right;"><i>Strategy A1</i> <i>Strategy A2</i></p> <hr/> <p style="text-align: right;"><i>Strategy E</i></p> <p>Goal 2: RU will increase</p>

		unit.	<p>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 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>F. Provide experiential learning opportunities through simulation technologies to enhance student learning.</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.</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>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></p> <p><i>Strategy E</i></p>

<p>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.</p>	<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 	<p>A. Create and support a Center for Interprofessional Education and Practice;</p> <p>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> <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> <p>D. Develop an interprofessional continuing education program in gerontology;</p> <p>E. Develop an interprofessional continuing education program in early intervention;</p> <p>F. Develop interprofessional coursework in cultural competence and ethics in health services;</p> <p>G. Utilize interprofessional experiential opportunities with simulation technologies and real practice experiences to enhance</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.</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 style="text-align: right;"><i>Strategy B</i> <i>Strategy E</i> <i>Strategy F</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.</p> <p style="text-align: right;"><i>Strategy A1</i> <i>Strategy A2</i></p> <p style="text-align: right;"><i>Strategy E</i></p> <hr/> <p style="text-align: center;">PHILANTHROPIC GIVING AND ALUMNI</p>

		<p>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>ENGAGEMENT</p> <hr/> <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 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</p>	<p>ACADEMIC EXCELLENCE AND RESEARCH</p> <hr/> <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> <hr/> <p>Goal 1: RU will broaden engagement for constituents. <i>Strategy A</i> <i>Strategy C</i> <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. <i>Strategy B</i></p>

		faculty and student excellence in scholarship, service, and professional development.	
<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, 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</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>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 E</i></p>
			<p>BRAND IDENTITY</p>
			<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>
			<p>STUDENT SUCCESS</p>

		<p>nationally and internationally through the establishment of international experiences and opportunities by and for faculty and students.</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>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 A</i></p>
<p>7. WCHHS will facilitate health promotion and wellness in the community via partnerships</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</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>and high impact practices by both faculty and students.</p>		<p>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 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 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><i>Strategy B</i></p> <hr/> <p style="text-align: center;">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 style="text-align: right;"><i>Strategy B3</i></p>
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