

Dean's Annual Report  
Waldron College of Health and Human Services  
2012-2013 Academic Year

I joined Radford University in 2002 as a faculty member. Since then, I've had the opportunity to serve as a classroom teacher, 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.

At the all-college meeting on August 22, 2012, I shared some of my goals with you for the upcoming academic year. I had also shared those goals with our Provost, Dr. Sam Minner earlier that month. These were my major goals for the 2012-2013 academic year.

1. Increase alumni involvement with the College.
2. Support diversity and equity issues in the College.
3. Develop partnerships with other institutions.
4. Facilitate research in the College.
5. Re-visit College Strategic Plan.
6. Continue to support inter-professional education.
7. Develop new academic programs.

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

1. Recruit and hire an associate dean.
2. Recruit and hire a chair for COSD.
3. Recruit and hire a director of the School of Nursing.
4. Continue to support the WCHHS Leadership Academy.
5. Continue to review journal articles in my field.
6. 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.

**Increase Alumni Involvement with the College.**

On September 19, 2012, the Academic Affairs Leadership Team (AALT) met at the Southwest Virginia Higher Education Center (SWWHEC). During that meeting detailed reports were given of RU's involvement with the center, what programs are currently delivered, and those that were delivered there in the past. Provost Minner was very supportive of RU's involvement with the SWWHEC and asked each of the deans to plan an event for their college to be located in Abingdon. Given our history with Social Work and the SWWHEC, and our extensive alumni base in far southwest Virginia for Social Workers, I thought it a natural fit to involve our alumni from that region with an event. I began to work with Dr. Elise Fullmer, Dr. Rana Duncan-Daston, and Dr. Dee Robinson from RU Advancement to plan the event. On April 4, 2013 the WCHHS and the School of Social Work will host a continuing education event in Social Work at the SWWHEC, featuring David Boehm, LCSW.

On October 31, 2012, the AALT met at the Roanoke Higher Education Center (RHEC) to discuss RU's longstanding involvement with that center. The WCHHS has a proud tradition of offering programs in Social Work and Nursing at the RHEC. Additionally, one of regional Clinical Simulation Centers is housed in the RHEC. As such, Dr. Minner asked me to lead the way with hosting an event at the RHEC. I worked with Drs. Corey Cassidy, Tony Ramsey and Ms. Eulah Price to develop a program for faculty, students and alumni at the RHEC. On April 3, 2013, the WCHHS and School of Nursing will host a continuing education event on the impact of PTSD presented by Dr. Vickie Bierman.

The School of Nursing at RU has been training nurses for 40 years. On Saturday October 6, 2012 the School of Nursing held an open house event, in part to promote the 40<sup>th</sup> Anniversary Gala event held this spring. The open house was co-sponsored by the WCHHS dean's office. I was able to meet several School of Nursing alumni during that event.

The School of Nursing held its 40<sup>th</sup> Anniversary Gala event on March 1, 2013. This black tie evening was a huge success and I commend Dr. Kim Carter, Dr. Marcella Griggs and Dr. Tony Ramsey for attracting nearly one hundred alumni, faculty, staff, students and friends of the School of Nursing. I worked behind the scenes with the faculty and staff to ensure that the paperwork for the event was processed in a timely manner. I also had the opportunity to meet several alumni and donors. I look forward to more excellent activities from the School of Nursing Advisory Council.

Finally, I worked with Sandra Bond in Alumni Affairs to help facilitate the Alumni Teaching Week as part of the spring homecoming events.

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

When I interviewed for the dean's position last spring I met with the School of Social Work faculty. During that interview one of the faculty asked what my vision was for supporting diversity and equity in the College. I indicated that we needed to continue to do a better job to promote diversity and equity at RU, and that I wanted to lead those efforts in our College. On September 4, 2012 I called a meeting of faculty from our College as well as other key players from RU who are involved in diversity and equity initiatives (Dr. Mark Shanley, VP of Student Affairs; Susan Trageser from the Dean of Students Office; Crasha Perkins, Director of Diversity and Equity; Brooke Chang, Director of the Office of Diversity, Drs. Elise Fullmer and Deneen Evens from Social Work; and Dr. Corey Herd Cassidy, Interim Associate Dean).

During this meeting several ideas were exchanged, one of which was to form a committee in our College to focus on diversity and equity issues. I've asked Drs. Cassidy and Evens to lead the way and they have formed the initial committee. One of the ideas that stemmed from the initial meeting was to have this committee decide what we wanted to be, both in terms of the make-up of the group, but also how they are going to function. Those roles, tasks and responsibilities are formative at this stage, but my goal is not to give just "lip service" to diversity and equity, but rather have a group from our College lead the way at RU. As such, we have participated with Crasha Perkins and Brooke Chang in their diversity and equity activities on campus. Deneen Evens had been elected to serve as Chair of the RU Committee on Diversity and Equity. She played a key role in the first RU Event on Diversity and Learning (which I attended as a representative from the College).

Next, I nominated Dr. Deneen Evens (and she won the award) to be the Scholar-Citizen representative to attend the AAC&U conference Modeling Equity, Engaging Difference: New Frameworks for Diversity and Learning in Baltimore, Maryland in October 2012. The dean's office also provided financial support for Dr. Corey Herd Cassidy, Interim Associate Dean, to attend as our College representative. Knowledge that they gleaned from that conference has helped to inform them and ultimately the committee on what type of committee we will be, what difference we will make and how to move forward.

Finally, I supported an initiative from the School of Social Work to support a brown bag discussion on transgender issues this spring.

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

The WCHHS has a long-standing history of being collaborative and has worked with several organizations, institutions, community entities, and practices due to

the clinical nature of our disciplines. Former Dean Raymond Linville initiated a partnership with Jefferson College of Health Sciences (JCHS) to house the Physical Therapy Program in the Carilion Community Hospital in Roanoke. When we started the PT program, we partnered with the Edward Via College of Osteopathic Medicine (VCOM) to offer the anatomy instruction. However, that partnership dissolved when a key faculty member left VCOM. Subsequent anatomy instruction for the PT program was done by the RU PT faculty using the cadaver lab at JCHS. While adequate, the anatomy lab at JCHS is small and compared to the needs of our growing PT program will soon not be a good match. I have been working with Dr. Ed Swanson, Provost Minner, and representatives from other institutions on possible collaborations to help augment the anatomy instruction in the DPT program.

In January, 2013 the Governor's office issued a press release that the GWU had developed an agreement with the Virginia Community College System (VCCS) guaranteeing admission to nursing students (with associate's degrees, ADN) to their program. This is similar to our RN-BSN program that we have had at RU for nearly 30 years. After conferring with the President and Provost, I am working with Dr. Tony Ramsey, Interim Director of the School of Nursing and representatives from the VCCS to develop a statewide agreement offering admission to nurses with the ADN to our RN-BSN program.

### **Re-visit College Strategic Plan**

In 2007-2008 the WCHHS engaged in a lengthy strategic planning initiative. A plan was developed and approved by the faculty. However, since that time the composition of the College has changed significantly. We have lost two departments/programs and gained two new ones. I've asked Dr. Corey Cassidy, Interim Associate Dean, to spearhead the effort on forming a new committee to begin to review the current strategic plan and alter it accordingly. Dr. Cassidy has formed a committee and received initial feedback. The information will be

synthesized and vetted with the WCHHS Leadership Team (LT) and then with the rest of the faculty during the remainder of the year. We also hope to add measureable goals and objectives to the plan.

### **Facilitate Research in the College**

This year we set a goal of submitting 24 grants in the College and as of March 13, 2013, we have already submitted 37 grants in the College. The Dean's Office has been helping to facilitate research by meeting with faculty and helping them develop proposals. I have also supported research activities financially from Dean's Office funding. Once such proposal that is being supported is a study through the School of Nursing to mentor vulnerable students for the NCLEX test scores. 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.

### **Continue to Support Inter-professional Education**

Last year a highly talented group of faculty spearheaded our inaugural interdisciplinary symposium. It was a huge success, and because of the extremely important nature of the concept of inter-professional education, I encouraged the faculty committee to continue again this year. The fruits of the committee's hard work were the second annual interdisciplinary symposium on Early Intervention and pediatrics. I supported the committee's work and suggested they apply for a QEP grant. They were awarded the grant and I was able to help augment some the costs of the lunch through the Dean's office funds. The symposium was so successful that the committee had a presentation accepted to the VT CIDER Conference on Pedagogy. They presented their data in February 2013. The committee is planning a follow up conference in the spring on Appalachian culture, health behaviors and healthcare use.

## **Develop New Academic Programs**

Developing new programs was another one of my major goals for this year. Despite the fact that there appears to be little or no new money available from the State, I put forward the development of the doctorate in occupational therapy (OTD) as one of the top priorities in the six-year planning process and new initiatives. The Provost has been extremely supportive of the OTD and has listed it as one of his top priorities for funding in academic affairs. After having multiple conversations with the department chairs and school directors, I have several new programs that I would like to champion moving forward. These ideas have been shared with the Provost. As I've said several times before, I will continue to advocate for new programs but with both fiscal and physical resources to implement such programs.

## **Sub goals for the year**

I've successfully recruited and hired an associate dean, chair for COSD and director of the school of nursing. I've continued to support the WCHHS Leadership Academy. We've held 3 meetings of the committee as well as sponsored a brown bag lunch presentation by Sponsored Programs and Grant Management. I've also reviewed 2 journal articles this year as assistant editor in one the leading audiology journals.

During this first academic year as dean I have not yet been able to carve out time for "coffee with the dean." Now that I'm getting my bearings, though, I would like to start scheduling time during the week to meet as an open invitation for faculty and staff in the college to meet with me to discuss issues. I hope to start this activity by the end of the semester and continue it into next year.

**International education** became another activity that developed over the course of the academic year. Dr. Euna Lee had a chance to visit Yonsei University,

Wonju Campus, in South Korea. She also introduced me to and I met with Dr. Kye Kim from VT who works with a long-standing program based in Roanoke to facilitate exchanges with South Korea. We are working to develop a collaboration and exchange with Yonsei University.

Professor Linda Ely developed an exchange program with Chang Gung University in Taiwan and hosted 10 students and 2 faculty members for a month, while they studied the mental healthcare system in the U.S. I worked with Linda from the beginning to assist in the planning process. I also worked with Linda to ensure the logistics behind the scenes went as smoothly as possible. I assisted with scheduling a reception for the faculty from Taiwan at the Provost's home. I attended our welcoming reception and gave remarks. I also attended the larger reception and welcome, which was cohosted by Dean Kate Hawkins in CHBS. Finally, I provided financial assistance from the College for gifts for the faculty and students.

### **Other Activities**

- Guest lecture in Dr. Raymond Linville's DPT class on Servant Leadership
- Participated in the Academic Affairs Leadership Team (AALT) meetings
- AALT retreat at Selu (parts 1 and 2)
- Provide guidance and counsel to chairs and directors
- Attended professional meeting (Speech and Hearing Associate of Virginia – SHAV in Richmond)
- Supported applications for tenure and promotion
- Supported staff attending professional conferences
- Provided mentorship the WCHHS Student Ambassadors
- Met with candidates for various positions in the College
- Participated in commencement activities
- Provided closing remarks for the Nursing Pinning Ceremony
- Attended the OT Pinning Ceremony



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- Provided opening remarks for the DNP orientation
- Advocated on behalf of the College during the updated travel approval procedures
- Served on the University Academic Program Review Committee
- Served on the University Academic Policies and Procedures Review Committee
- Met with candidates for the Assistant Vice Provost for Assessment position
- Reviewed and approved one-time and ETF requests
- Provided letters of support for faculty research grants
- Supported an application for faculty sabbatical
- Reconfigured WCHHS Computer laboratory
- 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, interim associate dean, assistants to the dean and College staff
- Attended workshops on faculty travel, banner and FLAC
- Continue to oversee medical records management from RU Family Health Clinics closure
- Provided reference letters for faculty and staff
- Coordinated thank you letters to College donors
- Counseled faculty on tenure, promotion and career opportunities
- Participated in New Faculty and Service Recognition Luncheons
- Initiated and attended the WCHHS Holiday Reception in December
- Provided materials for RU Public Relations on stories about WCHHS
- Met with the new VP for University Relations
- Nominated staff for the Presidential Service Awards
- Organized and led deans' discussion of Servant Leadership (Robert Greeleaf)

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- Attended regular (monthly) meetings with the Provost
- Met with donors and RU Advancement personnel
- Met with the WCHHS Staff Team and continued to support them and their initiatives
- Met with the School of Nursing consultant
- Met with representatives from IT to facilitate developing policies on use of mobile computing technology
- Served as an alternate and attended training as part of the university student crisis team
- Met with University representatives to discuss commencement activities (e.g. donning of the Kente, Pinning Ceremonies, etc.)
- Participated in RU Veterans Day activities
- Participated in shared governance reform activities
- Advocated for faculty in intellectual property discussions
- Attended Sponsored Programs and Grant Management Luncheon on intellectual property
- Submitted new initiative requests for the College to the Provost
- Attended AALT meetings in Abingdon and Roanoke
- Attended meetings in Roanoke on continuing to facilitate program development
- Led regular WCHHS Leadership Team meetings
- Appointed to Search Committee for the Director of the LARC
- Appointed to the Dean Search Committee for the College of Business and Economics

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,



Ken Cox