

Dean's Annual Report
Waldron College of Health and Human Services
2019-2020 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.

At the first combined RU and RUC all-college meeting on August 16, 2019, I shared that my major goal for this year was to begin the work of the merged Jefferson College of Health Sciences (JCHS) and newly created Radford University Carilion (RUC). President Hemphill also addressed the faculty of the newly merged WCHHS. Other goals in the WCHHS for the 2019-2020 academic year were:

1. Continue to 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 (IPE) and re-envision IPE for the WCHHS and RUC.

There were 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, and support the Capital Campaign for RU.

4. Meet with faculty.

In addition, as many of you know the structure in the WCHHS and the Division of Health Sciences is changing over the course of the spring 2020 semester. We completed a successful hire for our new Associate Provost for Health Sciences. RU is currently searching for the Dean of the School of Nursing, and we hope to have a hire by July 2020. As such, this academic year in essence represents the last year that the School of Nursing will report up through the WCHHS Dean's office. It has been a privilege to serve as the Dean for nursing for the past eight years. I will continue to endeavor to support nursing to the best of my ability as the administrative structure changes in the future.

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 and the Creation of RUC

Many of us have spent thousands of hours over the past three years in meetings, and completing the work of merging with JCHS, effective July 2019. I was integrally involved with nearly every academic aspect of the merger. For my part, working with the Academic Programs and Accreditation subcommittee, Human Resources subcommittee and the Steering Committee was an intensely rewarding experience. Additionally, my work with each of the individual department chairs, administrators and faculty members from RU and RUC allowed us to move forward with the academic portion of the merger. The President and others worked tirelessly to obtain general assembly, governor, SCHEV and SACSCOC approval for the merger. I want to again thank former Interim Provost Kenna Colley for her tireless efforts on this merger through December 2019. Her ability to facilitate meetings, lead change and provide counsel and guidance allowed for us to successfully complete the merger process.

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Since July 2019, we have begun the actual work of the merged RUC. I have (half-jokingly) said after July 2019, that “now the real work begins.” However, the actual work did begin in July 2019, in sorting out the details of the merger and what the WCHHS combined college looks like. We were successful in navigating budget allocations, personnel reporting lines, office space allocation, faculty and staff hires, and many other academic issues for RUC.

In October 2019, we hosted the SACSCOC site visit team at RUC for the approval of the newly merged RUC. I want to especially thank Dr. Sandra Baker and Dr. Glen Mayhew for all of the work behind the scenes in preparing for the visit. We are truly fortunate to have them as part of the RU family. We had several “pre-game” meetings to prep for the site visit. I met with site team visitors and provided details on the merger and answered several questions related to the merger itself. The site visit went very well and we expect to have a final approval in spring of 2020.

During my “listening learning tour” I met with the faculty and staff from the new departments in the WCHHS at RUC to better understand their needs moving forward. I helped the department chairs by providing feedback and editing their newly created Tenure & Promotion Guidelines, as well as their faculty/department handbooks. I want to commend the faculty and the chairs from the Department of Clinical Health Professions, the Department of P.A. Studies and the Department of Public Health and Healthcare Leadership for all of their hard work in creating those documents. Job well done!

On December 13, 2019, we held the first RUC commencement. This was an outstanding event for RU and RUC, and I was proud to be a part of it. In addition, we held several pinning events for our new RUC departments. Our office had to “divide and conquer” to try and cover each of these activities. We are looking into the possibility of having pinning ceremonies held differently in the spring 2020.

Faculty/Staff Hires

Over the past academic year, I have successfully advocated for new faculty lines in the School of Social Work and the Clinical Simulation Centers. Thanks to the former Interim Provost and her support, we hired a full-time special purpose faculty member in Social Work and a full-time administrative/professional faculty member in the clinical simulation center (CSC) in the School of Nursing. I also successfully advocated for an increase in salary to bring in staff positions at a higher level for RUC WCHHS programs. I have been successful in advocating to be able to fill faculty vacancies due to departures/retirements in the School of Social Work, Department of Communication Sciences and Disorders, School of Nursing, Clinical Health Professions and the Department of Occupational Therapy. We are close to completing the hiring for those positions. I was also successful in advocating for the Interim Department Chair in Occupation Therapy to be hired as the full-time Department Chair. Congratulations to Dr. Sarah Smidl. I also want to congratulate Dr. Mary Ellen Oesterle for being named as the Interim Chair of the Department of Physical Therapy. Dr. Oesterle has a wealth of knowledge and experiences that I know will benefit our faculty, staff and students in PT.

During the end of the fall 2019, and beginning of the spring 2020, academic semesters, the deans were asked to model a "budget savings plan" that amounted in a reduction in the WCHHS budget of approximately \$650,000 (6%). This reduction did not include RUC. I have worked tirelessly with our Interim Provost, the Director of Academic Budgets and the Associate Provost for Health Sciences to minimize the impact on the WCHHS. Nonetheless, we have to prepare for the possibility of this reduction. I have been in close communication with the department chairs and we will continue to work to reduce the impact on our college. However, recruitment and retention efforts continue to be a major emphasis of the entire university community.

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Given our situation with the COVID-19, RU has begun the process of virtual Highlander Days to continue our efforts to recruit students. As such, I recorded a video University Relations highlighting our faculty, staff and programs in the WCHHS to be part of this effort.

Strategic Plan Implementation

The following section is the WCHHS and the RU Strategic plans and what we have accomplished through March 2020. 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 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, F, G, & H, I met.

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

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

Goal 7, strategies C, D, met. B partially 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 (no update is available yet for 2019).

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

Support Scholarship and Research in the College and Interprofessional Education

There are three main objectives that I continued to focus on to help facilitate scholarship and research in the College. The support for these objectives has been accomplished by various activities in the college that were carried out by our team in the Dean's Office. The first was to provide targeted funding 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" digitally. 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. We are re-envisioning this process, along with IPE this academic year.

As of March 23, 2020, we have already submitted 16 grants in the College, which is consonant with our goals for this year. Over the past eight 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 of seven projects were fully funded. In line with the objectives above, I have supplemented research activities financially from Dean's Office funding. I provided almost \$10,000 in additional funding from the dean's office for five research proposals this year. The projects funded were from three of the eight units in the college (two in PT, two in Nursing and 1 in COSD). Additionally, our continued goal to support the research activities in the College by showcasing them digitally on our "research wall of fame" is in process. Our office plans to organize and display work and scholarship from faculty and their students digitally at RU and RUC. The timeline for this activity will be based on the university's response to the COVID-19 pandemic.

Another avenue for supporting the WCHHS research and scholarship was the fifth Waldron Interprofessional Researchers Engaging in Dialogue (Let's get W.I.R.E.D) event that was held on September 26, 2019 at RUC. This event hosted eight of our colleagues from five of our eight disciplines, with guest Mr. Tom Cruise, Director of Sponsored Programs. Mr. Cruise and two of his staff discussed supporting research and scholarship opportunities at RU with fourteen faculty from nursing, PT, OT, RT, and PPHL. This also provided opportunities for

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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 46 internal WCHHS Research Awards within the College. Faculty have submitted and received seven university SEED grants for \$38,900. Additionally, WCHHS faculty have submitted 60 external grants for a total requested amount of \$16,253,445 in the past eight years. WCHHS faculty have received \$6,999,725 in extramural funding from 49 of those submitted grants since 2012. Kudos to all of our faculty for their hard work over the past eight years!

Another major initiative in the WCHHS last year was the 6th Annual Waldron College of Health and Human Services Interprofessional Symposium & Expo (IPS&E) held on April 18, 2019. 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 522 participants. The Expo had 28 clinical affiliates, plus WCHHS-based student and faculty-based tables, including student groups, international initiatives, RUC programs, and service/community programs. We had 62 presentations from faculty and students (over 150 presenters) in the WCHHS, many of which were peer-reviewed. Sue Payne, Radford University School of Nursing Alumnus, was our keynote speaker.

I would again like to thank the committee for all of their hard work. Thanks to the IPE Planning Committee for their work (Corey Cassidy (Chair), Kemberly Campbell, Sheila Krajnik, Kevin Parcetich, Hyejin Park and Sarah Smidl). Thanks to the WCIPS&E Peer Review Committee for their time and efforts (Kerry

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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 (WCIPEPS). It was a huge success again, and because of the extremely important nature of the concept of interprofessional education, I encouraged the faculty committee to continue their efforts. The event continues to grow, and this year the committee held two separate sessions again (Fall and Spring) to accommodate the number of students involved. There were more than 240 undergraduate and graduate students and over 25 faculty moderators who participated in the Fall Interdisciplinary Symposium held on November 1, 2019. We had participants from all of our units in the WCHHS, as well as Early Childhood Education and Special Education. In addition, we had six representatives from Longwood University who are considering a similar event on their campus. 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 2020 event included faculty and students from all of the disciplines in our college as well as Athletic Training, Psychology and RUC. In total, there were more than 450 students and 65 faculty engaged in this interprofessional activity. I would like to commend the IPE planning committee for all of their hard work (thanks to Drs. Corey Cassidy, Kerry Vandergrift, Viki Neurauter, Louise Coats, Wil Kolb, Rebecca Epperly, and Andrea Bender (HHP)).

I want to acknowledge the work of Drs. Corey Cassidy and Patricia Airey on their planning for the IPE Simulation Event that was scheduled to take place at RUC in April of 2020. The event, which was to provide IPE simulation opportunities to

over 200 students, 25 faculty and 12 standardized patients was a collaboration with RU, RUC and VTCSOM. The event had to be cancelled this year due to the university's response to the COVID-19 epidemic. Nonetheless, I want to thank and recognize all of the hard work and effort on the part of the planning committee (Corey Cassidy, Tricia Airey, Misty Flinchum, Renee Huth, Tammy Jones, Heidi Lane, Becky McIntyre, Diane Millar, David Musick, Amy Rathmann and Carey Weatherspoon). I look forward to this event in the future.

This year the WCHHS teamed up with Dr. Niels Christensen and the RU Honors College to co-sponsor the 2020 Honors Lecture. Dr. John Rich is a Professor of Health Management and Policy and Co-Director of the Center for Nonviolence and Social Justice at Drexel University. He presented the 2020 Honors Lecture on February 19, 2020, on trauma and violence in the lives of young black men. Our office provided both financial support and logistical support to promote the lecture. It was very well attended, and several WCHHS students participated. We look forward to continuing to collaborate with Dr. Christensen in the future.

Support Diversity and Equity Issues in the College

Eight 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. On September 25, 2019, Dr. Cassidy and I met with WCHHS Equity Committee and tasked them with taking a more active role in the events this year, with support from our office. This year the Committee continued with the Waldron College Character Campaign. The theme for the year is entitled "*Challenge Ourselves?*" The purpose of this year's theme is to positively impact our own awareness and knowledge regarding the social determinants of health as well as the communities in which we all serve as healthcare and human service providers. The Committee encouraged faculty, staff, and students to participate in a series

of challenges, including completing Waldron College Completion Cards (WCCC) for prize of a Waldron "swag bag" at the end of the year.

The goal of this year's theme focused on the Waldron College community to be focused on

- Increasing their knowledge about the social determinants of health
- Addressing equity issues in health care
- Making a difference in their own lives and those around them.

I would like to thank the committee for their hard work (Corey Cassidy, Louise Coats, Sarah Gilbert, Matthias Neleppa, Rebecca Scheckler, and Judith Ismail, Diane Millar, Viki Neurauter and Jason Browning).

The following is a summary of the events surrounding the 2019-2020 Character campaign.

Winter Break Challenge:

THEME: Ditch your phone to improve your social media health.

Goal: Make a New Year's resolution to improve social connections and interactions that do not involve the use of phone or social media.

February Challenge:

THEME: Have a discussion with a loved-one about end-of-life care.

Goal: Have the difficult conversation with a loved one.

ACTIVITY: Tough Talk. Advanced Directive and End-of-life: How to get students and young adults to think about it.

March Challenge:

THEME: Reduced Waste.

Goal: Decrease your plastic waste by using a refillable water bottle.

ACTIVITY: Tough Talk – Josh Nease. Creating a more resilient and sustainable campus environment (cancelled due to coronavirus).

The completion of the activities and events will be determined over the next few weeks as RU responds to the COVID-19 epidemic.

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 eight years, we have worked to create an interprofessional culture, and dialogue has permeated the college over the past several years. Since August 2017, interprofessional events and activities in the WCHHS have been organized from the Center, including the annual Interprofessional Symposium and Expo, the WCHHS Student Education and Practice Symposium, and the RUC IPE Simulation Event.

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

We are in the process of re-envisioning the IPE offerings at RU, RUC and with our partners at VTCSOM. Last spring, the former interim provost and I sent a letter charging a university-wide working group to re-imagine what IPE will look like in the future. The group consists of 26 members from all the colleges at RU, RUC and the VTC School of Medicine. We have met twice, and the process is ongoing. The WCHHS Dean's Office continues to support the undergraduate and graduate IPE courses (IPEH and INDS) carried over from the merger with

RUC, including correspondence with instructors, hiring adjuncts, coordinating schedules, and completing requirements for FLAC and Banner).

Sub goals for the year

Meet with Faculty:

During my listening/learning tour of the WCHHS RUC departments, I met with faculty to better understand the needs of our new departments. I also attended faculty retreats in departments to further engage with faculty. I continue to welcome ideas that come from these meetings with faculty in the College.

Support Accreditation:

The DPT program received reaccreditation from the Commission on Accreditation in Physical Therapy Education (CAPTE) in the fall 2019. The Department of Physician Assistant Studies submitted their three-year self-study prior to their reaccreditation from the Accreditation Review Commission on Education for the Physician Assistant (ARC-PA).

There were several questions from our accreditors surrounding the process with our merger with RUC. We were successful in postponing the CCNE site visit for nursing from spring 2020 to spring 2021. We achieved reaccreditation for the Clinical Simulation Centers from the Society of Simulation in Healthcare. We worked with all of the individual accrediting agencies to ensure that none of our accreditations would be adversely affected by the merger with RUC.

Also, many of our department's curricula are being 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 Fundraising:

I participated in RU's Volunteer Summit on February 2020. I've continued to work with University Advancement and Alumni Relations (Susan Taylor, 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. The RU Advancement Office has tasked the WCHHS with fundraising goals for the next 5 years for the Capital Campaign of \$9,600,000. This amount is substantial. However, we have raised more than \$6,350,000 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. The remaining goal for the WCHHS is \$3,249,000. I continue to participate in the Capital Campaign Steering Committee activities. The kick off Gala event has been rescheduled to spring of 2021 due to the COVID-19 pandemic.

Over the past year I have participated in the Highlander Family Tour events. These were events hosted by President Hemphill to engage alumni and friends

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of the University. I attended events in Bristol, Richmond, Roanoke and Centerville. During these events, we were able to connect with RU alumni and engage in fellowship and dialog surrounding the WCHHS.

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 provide some much-needed upgrades to Waldron Hall. I have been on walk-through tours of Waldron Hall with leadership and outlined the needs in we have for upgraded furniture, technology, space and equipment. I've asked for a comprehensive review of the needs in our building and with our programs. We will also be convening a meeting in the near future to take a more holistic approach to meeting the needs of the health sciences disciplines in the WCHHS at RUC and RU.

Over the past year I have provided support for leadership training for our OT Department Chair. Dr. Sarah Smidl was accepted into the ACOTE Leadership Institute. I also provided support for Dr. Corey Cassidy who was accepted into the Women in Academic Leadership Institute through the American Council on Education (ACE), Senior Leadership Seminar Series in Virginia. Additionally, I supported Drs. Corey Cassidy and Kerry Vandergrift to attend the Interprofessional Education Institute (IPEC) in May 2019. Their project was developing the IPE REAL minor for the WCHHS, which has been submitted for review and approval.

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 last academic year. We achieved our timeline and goals, and the package for the building was submitted to the General Assembly on time. In December 2019, the Governor announced that RU was allocated \$101 million for the construction of CAIC. I want to thank and recognize fellow committee member, Dr. Diane Millar for all of the countless hours working on this process.

Other Activities

- Communication with Faculty/Staff: Hold regular WCHHS Leadership Team Meetings, send regular email updates from the AALT meetings to the WCHHS LT and the WCHHS Staff Team Chair for dissemination to faculty and staff.
- 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 at RU and RUC
- Attended RUC PA Pinning Ceremony
- Attended the OT Pinning Ceremony
- Served on the VP for Enrollment Management Search Committee
- Served on the CHBS Dean Search Committee
- Served on the University Academic Program Review Committee

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- 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
- 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
- Participated in the Service Recognition Luncheons
- Initiated and attended the WCHHS Holiday Reception in December at RU and RUC
- 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 personnel from Student Affairs
- Led regular WCHHS Leadership Team meetings
- Approved the WCHHS summer school budget
- Met with Dr. Sandra Baker regarding SACSCOS accreditation

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- Met with Assistant Provost to discuss international program offerings
- Met with representatives from the RU Foundation
- Attended Institutional Effectiveness Day, August 2019
- Attended meetings of the President's Leadership Council
- Attended Faculty Senate meetings
- Attended the Three-Minute Thesis competition
- Completed mandatory CEU's to maintain licensure and certification
- Attended the annual scholarship luncheon for new students
- Met with University Registrar to discuss classroom scheduling for units in the WCHHS
- Met with VP for Enrollment Management
- Participated in Highlander Days
- Worked 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 Aritis College of Science and Technology
- Facilitated and attended the WCHHS Staff Team retreat
- Attended AALT retreat in August 2019
- Attended the state of the university address
- Awarded the WCHHS Staff Award
- Met with candidates for the Assistant Provost for Global Education and Engagement
- Reviewed applications of the Dalton Eminent Scholar Program
- Attended the Partners in Excellence Luncheon
- Attended presentation by Ruffalo Noel Levitz on retention
- Supported the partnership with Social Work and the New College Institute
- Attended new student orientation at RUC

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- Attended faculty convocation at RU and RUC
- Attended RUC Merger Cookout at President Hemphill's home
- Attended the NRCC signing event in April 2019
- Attended the JCHS Spirit Day in April 2019
- Attended the DPT Research Symposium April 2019
- Attended the RU Nursing Research Event April 2019
- Attended final JCHS commencement May 2019
- Met with representatives from the CAS office
- Interviewed by Virginia Business Weekly Magazine
- Presented at new faculty orientation at RUC
- Met with potential donors
- Met with the Dean of the VTCSOM to discuss IPE
- Met with the Dean of Wonju University
- Met with search firm regarding nursing dean search
- Attended presidential open forum
- Met with candidates for the associate provost for health sciences search
- Attended opening of the RU Venture Lab
- Attended the Education Workforce Summit in Richmond, VA
- Attended the RU Veterans Day Event
- Attended provost search events
- Met with VP for Enrollment Management
- Appointed to the RUC Operations Advisory Group
- Appointed to the RUC Integrated Services Steering Committee
- Appointed to RUC Academic Leader Working Group
- Met with the Attorney General representative on student issues

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

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. <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. <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: 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> <hr/> <p><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.</p> <p><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.</p> <p><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.</p> <p><i>Strategy B</i></p>

		<p>faculty and student excellence in scholarship, service, and professional development.</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, 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 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> <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> <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>

		<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> <p>ECONOMIC DEVELOPMENT AND COMMUNITY PARTNERSHIPS</p> <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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