

Dean's Annual Report
Waldron College of Health and Human Services
2023-2024 Academic Year

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

This year marks my twelfth year serving as the dean of the WCHHS. In the time I've served as an administrator at RU (including my time as a chair and associate dean), I've worked with five different RU presidents. There have been thirteen changes in the provost's office. I've served with 35 different deans at RU. I've also had the privilege of serving with 22 different chairs/school directors within the WCHHS. Through all of the change we've seen at RU, faculty commitment to our students has never wavered. I appreciate everything you do on a daily basis to make sure that students in our college get the highest possible quality education. The WCHHS continues to be a leader at Radford University, thanks to the entire WCHHS family.

At the all-college meeting on August 15, 2023, I shared some of my goals with you for the upcoming academic year. Major goals in the WCHHS for the 2023-2024 academic year were:

1. Revise the WCHHS Strategic Plan and implement the RU two-year plan.
2. Continue to support faculty and student scholarship, research and innovation in the College.

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

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

1. Hire a permanent associate dean if Dr. Mayhew's interim position continues.
2. Replace vacant faculty positions.
3. Replace vacant staff positions.
4. Support accreditation and reaccreditation for programs in our College.
5. Continue to support alumni involvement with the College and support the Capital Campaign for RU.
6. Meet with faculty and continue "Coffee with Ken."

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

As you know, major change in the staff of the WCHHS dean's office in the fall 2022 semester occurred when the WCHHS full-time associate dean, Dr. Glen Mayhew, was selected to serve as the interim associate provost for Radford University Carilion (RUC). Glen had and continues to have my full support in this role. He continues to advocate for the WCHHS, just in a different capacity. This change did leave a significant gap for coverage in the college. I continue to work with the provost to create a timeline and pathway for a replacement associate dean position. In the meantime, Dr. Kevin Chui continues in his role of acting associate dean for academic and faculty affairs for the college since January

2023. I appreciate Kevin's continued efforts to help us reach our goals for the remainder of the year and next year.

Faculty/Staff Hires

The 2023-2024 academic year has had a number of challenges for RU. Specifically, continued reduced overall enrollment has had a detrimental effect on the budget. As a result, most positions across academic affairs have not been refilled. Despite having a projected budget deficit for next year, I was able able to work with the administration to get permission to replace or to hire new faculty lines. We received permission to hire a total of eight faculty lines in the WCHHS. We were able to hire one new tenure-track faculty in the Department of PA Studies. I was able to secure one replacement tenure-track position in the Department of Public Health and Healthcare Leadership and search for two replacement tenure-track positions in the School of Social Work. I was also successful in getting one replacement position and one new position in the Department of Occupational Therapy, and we are in the process of hiring our permanent Chair for OT. Additionally, we were successful getting one replacement faculty position and one new faculty position in the Department of Clinical Health Professions. We've had a resignation by our PA Studies staff position this year. I was able to garner a replacement for that staff position and a search is underway and expected to be completed by the end of the academic year.

Strategic Plan Development and Implementation

At the all-college meeting in August 2023, we began a year-long faculty engaged process to reimagine the WCHHS strategic plan and it align with the RU two-year strategic plan. This process has been led by Dr. Kevin Chui. He, along with the committee, began to meet and review the information gathered from the SWOT analyses we did at the all-college meeting, as well as those created by each department.

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Using an iterative process that incorporates feedback from multiple stakeholders including the Leadership Team and me, the committee drafted a new draft Mission, Vision and Core Values statement for WCHHS (attached). The committee is currently focusing on 4 overarching goals for the College's 5-year Strategic Plan:

- Interprofessional Education and Practice
- Community Service and Engagement
- Research and Scholarship
- Teaching and Learning

They will be dividing into work groups to draft language for each goal and corresponding objectives, action steps, responsible party, timeline, outcome measures, resources required, and priority. The timeline has shifted from the original timeline shared at the all-college meeting, and they will submit a draft for the leadership team to review sometime in April 2024. Special thanks to the Strategic Planning Task Force (Drs. Elliot Carhart, Michelle Lenhart, Amy Wix, Diana Willeman-Buckelew, Arco Paul, Andrea Barrick, Mr. Luke Swatzyna, Ms. Daphne Thompson (UG student rep) and Ms. Rachel Rogers (Grad student rep). Your hard work is appreciated!

Support Scholarship and Research in the College

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

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As of March 2024, faculty have already submitted 5 external grants and 2 internal grants in the College (for \$372,254). We have already received funding this year totaling \$61,519. In addition, we have received funding from continuing grants (\$526,771) for a total of \$588,290. Over the past 12 years the Dean's Office has been helping to facilitate research by meeting with faculty and helping them develop proposals. Funding was not available again this year from the university for the WCHHS faculty through the Waldron College Research Awards. In line with the objectives above, I have supplemented opportunities financially from Dean's Office funding. This year, I provided approximately \$1,400 in additional funding from the dean's office for professional development and service-related items. Additionally, our continued goal to support the research activities in the College by showcasing them digitally on our "Wall of Scholars" is ongoing. We re-organized and displayed work and scholarship from faculty and their students digitally at RU and RUC, including 75 faculty and student recognitions for publications, grants and presentations.

In the past year Dr. Kevin Chui has engaged in mentoring of junior faculty in the College. This includes faculty from the Departments of Physical Therapy, Occupational Therapy and PHHL. I look forward to the seeing the outstanding outcomes of those mentoring efforts.

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 53 internal WCHHS Research Awards within the College. Faculty have submitted and received 15 university SEED grants for \$97,533. Additionally, WCHHS faculty have submitted 82 external grants for a total requested amount of \$20,677,789 in the past 12 years. WCHHS faculty have received \$8,978,257 in extramural funding from 66 of those submitted grants since 2012. Additionally, we received \$624,081 in funding from RU for new strategic initiatives (funding is ending June 30, 2024). Kudos to all of our faculty for their hard work over the past twelve years!

Support for Interprofessional Education and Practice in the College

This year marked the 13th year of the *Waldron College Interprofessional Education and Practice Symposium (WCIPEPS)*, or *Case Study Activity* (we now hold this twice per year). 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 purpose of the Waldron College Interprofessional Education Case Study Activity is to create interprofessional learning opportunities for health and human services students at Radford University. This event requires interprofessional student groups to work together to develop a care plan for a patient described in the case study.

The goals of the activity vary but are all based on the Interprofessional Education Collaborative framework. Students learn to practice teamwork and communicate their scope of practice, and roles and responsibilities, as well as learn from students in other professions. Participants make connections between academic knowledge and participation in local and national health and education systems, and problem-solving in the context of contemporary real-world issues.

On November 3, 2023, we held the Waldron College Interprofessional Case Study Activity, a table top case study activity designed to promote interprofessional communication and collaboration. There were 138 participants, including 17 faculty and 121 students from Communication Sciences and Disorders, Occupational Therapy, Social Work, and Nursing. The event goals, adopted from the Interprofessional Education Collaborative (IPEC), included competencies related to values, roles and responsibilities, and communication. The planning committee members were: Louise Coats (Nursing); Diane Shepard (COSD); Laura Mear (OT); and Kerry Vandergrift (SOWK).

The spring Interprofessional Case Study Activity, held February 16, 2024, included 21 faculty and 148 students (169 participants) from Communications Sciences and Disorders, Occupational Therapy, and Social Work, Nursing, and Music Therapy. The IPEC competencies included in this event were

communication, and teams and teamwork. Louise Coats (NURS), Laura Mear (OT), Rachel Rotert (MT), Diane Shepard (COSD), and Kerry Vandergrift (SOWK) served as the planning committee.

The IPE Steering Committee was launched to develop the vision for and oversee the implementation of Interprofessional Education and Practice (IPEP) activities for the professions in Waldron College. Keith Gentry (OT), Renee Huth (PT), Christine Keller (NURS), Wil Kolb (PT), and Kerry Vandergrift attended the Interprofessional Education Consortium Institute May 23-25, 2023. The committee drew on IPEP best practices, the Interprofessional Education Collaborative (IPEC) Competencies, and each profession's ethics, skills, accreditation requirements, unique needs, to begin planning IPEP activities for the next five years.

The objectives for this institute were to:

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

The Annual Waldron College of Health and Human Services

Interprofessional Symposium & Expo (IPS&E) was held on April 13, 2023.

The purpose of this event is to continue to develop relationships among faculty and students in the WCHHS programs in the areas of research and scholarship.

The meeting objectives are to showcase research and scholarly work of the WCHHS faculty and students, encourage faculty to incorporate interprofessional scholarship in their course objectives and promote interprofessional scholarship and service in the WCHHS and across the University. The Symposium's keynote speaker Kay Danilowicz, MEd, MA, CCC-SLP presented "My Therapy Journey." There were over 200 attendees, and the Symposium included 71 poster sessions and nine workshops. Roundtables covered a variety of topics, such as rural

health and inclusive teaching, and included REVIVE! Opioid Overdose training, a community/University panel on substance use disorders, and a stroke registry faculty and student partnership with Virginia Tech. The planning committee included: Kim Baskette (PHHL); Sara Brown (NURS); Diane Hodge (SOWK); Sallie Beth Johnson (PHHL); Diane Millar (COSD); Daniel Miner (PT); Sara Nicely (PA); Kathy Pellant (RT); Diane Shepard (COSD); Sarah Smidl (OT); Chase Poulsen (RT); and Kerry Fay Vandergrift (chair). The *virtual track chairs* were Kim Baskette and Sallie Beth Johnson. The *Peer review committee* was chaired by Stephen Glass (PT) included Sarah Garrison (OT) and David Sallee (ESHE).

This year the Symposium will be held April 11, 2024, and will feature keynote speaker Provost Bethany Usher, and currently has over 70 posters and 10 five minute “Ignite talk” proposals.

Support Diversity, Equity and Inclusion Issues in the College

Twelve years ago, I laid the groundwork for faculty in the College to be leaders at RU in diversity, equity and inclusion issues on campus. Following the formation of the WCHHS Equity Committee, I supported the work of the Committee to formulate a series of Brown Bag Sessions to provide an opportunity for faculty, staff and students in the WCHHS to participate in diversity and equity issues at RU.

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

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

Vision

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

Mission

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

Objectives

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

The DEI Committee hosted four Conversations for Change series for faculty and staff. Dr. Antonio Ellis, Assistant Professor in the School of Teacher Education and Leadership, presented *Breaking the Silence: The Intersection of Blackness and Stuttering on the Ivory Tower Tenure Track*. In October, Captain Scott Shaffer from the Radford University Police Department discussed *Serving our Community: A partnership approach to safety and crisis response*. Reilly Metzger, MPH, Coordinator of Sexual and Domestic Violence Prevention, SAVES, presented *Bystander Intervention Training* twice, at both the Radford and RUC sites.

This committee is open to all. I would like to thank the Committee for their hard work. Regular participants included Andrea Barrick (SOWK), Louise Coats (NURS), Jenny Hall (PHHL), Michelle Lenhart (COSD), Lisa Kuppler-Lee (NURS), Diane Millar (COSD), Sara Nicely (PA), Kerry Fay Vandergrift (SOWK), and Cindy Whitehead (SOWK).

Finally, special thanks to Dr. Kerry Vandergrift for her service on the RU QEP for SACSCOC reaffirmation. The QEP is focusing on DEI, and Kerry is the representative from the WCHHS. She also served as our WCHHS representative on the RU Civil Discourse and Freedom of Expression Task Force.

Center for Interprofessional Education and Practice

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

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

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

The goals of the Radford University Center for Interprofessional Education include the creation of interprofessional partnerships to promote student engagement and interprofessional education, holistic care of clients, and collaboration with funding research initiatives/grants to advance interprofessional health care and human services education throughout the Commonwealth of

Virginia, with a particular focus on southwest Virginia. The Center allows us to expand and sustain these experiences for students, as well as provide continuing education opportunities for professionals in the region.

In addition, as many of you know, we are in the process of building the new Artis Center for Adaptive Innovation and Creativity (CAIC), which will have a component of the Health Sciences located there (CIPEP as well as clinical spaces). Once completed, the CIPEP will be located in the CAIC building.

There were also four task forces that were created a few years ago under a previous administration. We folded them into the Center for Interprofessional Education and Practice, led by Dr. Kerry Vandergrift. Drs. Sarah Smidl and Mathias Naleppa led the Global Task Force which was active during the 2022-23 academic year. They developed an Interprofessional Global Health Strategies (IPEH 600) course. That Task Force took a hiatus while Dr. Smidl is on Faculty Professional Development leave. After re-evaluation the previous existing task force structure, it is apparent that we continue to have interest in the Global Health Task Force. We will continue to evaluate interest in the other task forces and determine their continuation in the future.

Program Growth

We approved the new Certificate of Advanced Graduate Study in Health Professions Education in the Public Health & Healthcare Leadership (PHHL) Department last spring. This 100% online certificate allows eligible students to pursue advanced study in health sciences education, with a target population of health professionals with advanced clinical degrees and experience who wish to teach in their field of expertise but lack background in educational strategies. We also approved the Clinical Research Administration Certificate. Unfortunately, these certificates were not submitted to SCHEV for approval. However, after back-and-forth revision with SCHEV this year we now have approval for our Clinical Research (Administration) Certificate. We hope to have final approval

from SCHEV for our Health Professions Education Certificate by the end of the spring semester.

As you know, with the merger and creation of RUC, SACSCOC, SCHEV and the state granted RU the authority to offer the associate's degree programs (OTA, PTA and Surgical Technology) until such time as they could be transferred to a 2-year institution or converted to a bachelor's program. The PTA program ended in summer 2022, and the Surgical Technology program was successfully transferred to Virginia Western Community College in the summer 2022. The OTA enrolled their last cohort of students in the fall 2022, with the last cohort graduating this spring 2024.

Three strategic initiative proposals were funded from our college as part of the budget planning process for the 2021-2022 academic year and are concluding this year at the end of a 3-year cycle. Those programs included the development of a Degree Advancement program in Respiratory Therapy (i.e. associate degree trained RT's return to earn their bachelor's degree 100% online through our program). That program has currently has over 20 students per cohort. The next proposal that was funded was money to support the advertising and marketing for the graduate programs in the PHHL department. Their chair and program directors have continued with University Relations and me to implement strategies for marketing and recruitment using WSLS10. Finally, the proposal for the online OTA to MOT bridge program for practicing Occupational Therapy Assistants to upgrade their degrees and become Occupational Therapists has been approved by ACOTE and since it is a track in the MOT, does not have to be approved by SCHEV. We are recruiting for our first class to begin in fall 2024. Thanks again to Tara Riddle, Director of that program, and her team for all of their hard work. We were able to ensure continuation of faculty lines to teach in that program as well as funding for the operation budget.

During the fall 2022 semester, I worked with Drs. Diane Hodge and Christine Rogerson to gain approval from the university to move forward with a fully online MSW program in the School of Social Work. After considerable revision and justification, we were able to get approval from RU administration and submitted the proposal to CSWE. The program was approved by CSWE on April 26, 2023. I'm thrilled to report that the program was approved by SCHEV November 23, 2023. The target start date for the online MSW is fall 2024.

Student Success

A new question has been added to the Dean's Evaluation this year regarding student success. The programs in the WCHHS and the dean's office are focused on the growth and development of our students. The programs in the WCHHS have tremendous student outcomes due to the ongoing commitment and dedication of the faculty and staff in the WCHHS. The success of our students is evidenced by our board pass rates, graduation rates and job placement rates in the WCHHS. Here are a few examples.

- Department of PA Studies: 2023 - 100% pass rate for the NCCPA PANCE exam.
- Department of Physical Therapy: 2023 – 100% pass rate for the NPTE board exam, 100% employment rate.
- Emergency Services: 2023 - ES pass rates: First time pass rate: 97%, Overall 100% pass rate for their national EMS certification exam. 100% employment rate.
- Respiratory Therapy: 2023 – 93% first time pass rates, Overall 100% pass rates on the national board for respiratory care exam. 100% employment rate.
- Communication Sciences and Disorders: 2023 - 100% pass rate on the Praxis II. 100% employment rate.
- Occupational Therapy: 2023 – 100% pass rate on the NBCOT national board exam. 100% employment rate.

RU has continued to focus on Highlander Days in efforts to recruit students. As such, our office continues to work with admissions for these events at RU main campus and RUC.

Sub goals for the year

Meet with Faculty:

As I mentioned in our all-college meeting in the fall 2023, one of my goals was to continue to engage more with faculty in the college. Over the past couple of years I've met with faculty, mostly face to face. This year I've continued to hold meetings with faculty. I've also continued my "**Coffee with Ken**" meetings. I continue to welcome ideas that come from these meetings with faculty in the College. These meetings, along with our WCHHS Leadership Team meetings, and regular email communication, allow me to keep college faculty and staff informed, listen to and address college faculty concerns, and solicit and encourage input from faculty.

Support Accreditation and Curricular Revisions:

Congratulations to the Emergency Services Program for their successful site visit by The Committee on Accreditation of Educational Programs for the Emergency Medical Services Professions (CoAEMSP) on March 8-9, 2024. Congratulations to the Respiratory Therapy Program for their successful annual report, as well as the Departments of Occupational Therapy. Kudos to Dr. Diane Millar and her team for the completion and submission of their self-study for their reaccreditation.

According to Dr. Sallie Beth Johnson, Chair of the PHL Department, since March 2023, the RU Master of Healthcare Administration (MHA) program has continued to make progress toward CAHME accreditation. On April 20, 2023, the candidacy application for RU-MHA was approved by the CAHME Candidacy Committee and Accreditation Council. The MHA began its self-study year

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(August 2023-July 2024) and is participating in the CAHME Core Learning Center. Drs. McIntyre and Johnson attended the CAHME Master Class in November 2023 and Dr. McIntyre is attending a CAHME Site Visit preparation meeting in Chicago on March 24, 2024. A Radford University stakeholder information session related to CAHME site visit preparation is scheduled for April 4, 2024. RU's MHA self-study report will be due in November 2024, with an anticipated site visit occurring in early Spring 2025. Other programs continue to write and submit their annual accreditation reports as well. The WCHHS Dean's Office provides initial review and feedback for programs going through reaccreditation. Special thanks for all of your hard work! Special thanks to Dr. Kevin Chui for his work on reviewing accreditation documents and providing excellent feedback to the departments.

Also, many of our departments' curricula were substantially revised this year. We had over 20 curriculum proposals pass through the WCHHS Curriculum Committee and me again this year. I know how much time, effort and energy go into accreditation and curricular revision, and I sincerely appreciate the work of the faculty and staff in continuing to make RU excellent by maintaining our rigorous professional accreditations. Special thanks to the WCHHS Curriculum Committee (Tom Castor (chair), Chase Poulsen, Diane Millar, Tricia Airey, Vesna Costello, Shala Cunningham and Diane Hodge).

Recruit Faculty and Staff:

As mentioned above we continue to have challenges in the College filling critical open positions. I was able to garner support from the provost's office for replacement tenure track lines in the Department of Public Health & Healthcare Leadership, Department of Clinical Health Professions, School of Social Work, Department Occupational Therapy, and new faculty lines in the Department of Physician Assistant Studies, OT and CHP. This is significant, in that most other colleges were not 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 staff positions in the College again this year, despite continuing to have challenges with fiscal resources. So far this spring we have an offer pending with a vacant staff position.

Alumni Involvement and Fundraising:

I've continued to work with University Advancement and Alumni Relations (Penny White and Wendy Lowe) on fundraising activities, cultivating relationships with donors, alumni and friends. We again revised the dean's letters that are being sent out this year to solicit donations. The RU Advancement Office has tasked the WCHHS (which included the School of Nursing) with fundraising goals over 5 years for the Capital Campaign of \$9,600,000 (for WCHHS and Nursing). The total amount that we have received to date for the capital campaign (since 2019) is \$17,642,659 (for WCHHS and Nursing). From 3/12/23-3/11/24 we raised an additional \$310,436 for just the WCHHS alone. That number will increase for this year as we are waiting on two sizable donations for the college. We have raised more than \$15,466,989 for the WCHHS since I've been the Dean of the of the College, and I'm confident we can continue to raise even more over the next 5 years. I continue to participate in the Capital Campaign Steering Committee activities. Special thanks to Penny White and her team for all they continue to do for the WCHHS.

CVPA Interim Dean Search Committee:

Provost Bethany Usher appointed me to serve on the College of Visual and Performing Arts (CVPA) Interim Dean Search Committee. I was elected as chair of that committee and a successful candidate was hired in August 2023 (Dr. Tim Channell).

College Ambassadors:

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

Facilities Upgrades:

During the fall 2023 semester RU hired a consulting firm (Brightspot) to engage the university and our partners in a process to help us explore future opportunities for RU in Roanoke, with the objective to articulate a vision for the Roanoke Campus, project future programs and facility needs. I served on the Roanoke Campus Project Planning Steering Committee. The Brightspot group collaboratively developed four scenarios to explore a set of distinct opportunities for the future with an eye towards population, programming and faculty. The results were presented at the RUC Operations Committee meeting on February 9, 2024, and a forum will be held in at RUC for the faculty by Provost Usher and Vice President Hoover on April 12, 2024. These four scenarios included an opportunity to expand the health sciences and interprofessional education and practice, expand healthcare with humanities & the arts, and expand healthcare with business. There is another possible scenario where we decide to combine some or all of these options in Roanoke. A clear outcome of the process is that we further solidified the need for a new building in Roanoke. We will continue to work with the administration on honing the vision for our Roanoke Campus as we move forward.

Additionally, as you know, the School of Nursing (now College) moved out of RUC to the Roanoke Higher Education Center (RHEC) in December 2023/

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January 2024. This has opened opportunities for the programs in the Waldron College to upgrade our location and space. Working with Glen Mayhew and Margie Vest, we have developed a comprehensive space plan for RUC and are waiting on Provost Usher and Vice President Hoover to approve the plan. They are expected to conduct a walk-through of the space and give approval in April 2024. The new spaces are currently being painted by Carilion and once we have final approval, we will begin moving faculty/staff offices.

We are working again this year with RU Facilities Management to explore upgrades to Waldron Hall. I am scheduling a meeting with Richard Farthing, Director of Capital Planning and Construction for RU to discuss our needs in the building. This includes a comprehensive building assessment to identify systems like carpet, doors, etc. that have reached the end of their life spans and to review conditions of all spaces in our building.

We continue to be on track for completion of the Artis Center for Adaptive Innovation and Creativity (CAIC). The Center for Interprofessional Education and Practice (CIPEP) will move off the 3rd floor of Waldron Hall to the new CAIC building once completed. In addition, a building committee, convened by Tim Channell in CVPA has met to discuss programming in the building. Special thanks to Laura Mear for leading the efforts in Waldron to review the utilization of the Interprofessional Clinic by the WCHHS programs.

Other Activities

- Communicated with Faculty/Staff: Hold regular WCHHS Leadership Team Meetings, send regular email updates from the AALT meetings and the Dean's Council to the WCHHS LT and the WCHHS Staff Team Chair for dissemination to faculty and staff. Met individually with faculty and held regular "Coffee with Ken" meetings
- Provided guidance and counsel to chairs and directors
- Led regular WCHHS Leadership Team meetings

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- Continued to support the WCHHS Staff Team and their initiatives
- Advocated for the College: Participated in the Academic Affairs Leadership Team (AALT) meetings
- Participated in the Dean's Council Meetings
- Attended regular (monthly) meetings with the Provost
- Attended and participated in meetings of the President's Leadership Council
- Attended and reported out to the RUC Operations Advisory Group
- Attended the RUC Integrated Services Steering Committee
- Attended RUC Academic Leader Working Group
- Served on the VIAL Oversight Committee and attended regular quarterly meetings
- Provided support for refining the WCHHS Student Ambassadors program
- Met with candidates for various positions in the College
- Fiscal resources: Facilitated approval for over \$29,000 in ETF funding for the WCHHS
- Participated in commencement activities at RU
- Attended the State of the University Address
- Facilitated the distribution of WCHHS RU Foundation Scholarships
- Served on the University Academic Program Review and Enhancement Committee
- Served on the University Academic Policies and Procedures Review Committee
- Provided letters of support for faculty research grants
- Attended RU Board of Visitor meetings
- Assisted with facilitating agency contracts
- Evaluated chairs, directors, associate dean, and College staff
- Continued to oversee medical records management from RU Family Health Clinics closure
- Served as reference for faculty

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- Wrote thank you letters to College donors
- Counseled faculty on tenure, promotion and career opportunities
- Provided materials for RU Public Relations on stories about WCHHS
- Met with the personnel from University Relations
- Met with donors and RU Advancement personnel
- Met with HR regarding staff issues
- Continued to support the WCHHS Staff Team and their initiatives (special thanks to Claudia Doughty for Chairing the Staff Team)
- Submitted budget and “visionary” requests for the College to the Provost
- Met with RU personnel regarding clinical contracts
- Attended meetings on student retention
- Met with personnel from Student Affairs
- Approved the WCHHS summer school budget
- Met with Dr. Jessica Stowell regarding SACSCOC and SCHEV accreditation and program approvals
- Met with Assistant Provost to discuss program offerings
- Met with representatives from the RU Foundation
- Attended Faculty Senate meetings
- Competed mandatory CEU's to maintain licensure and certification
- Met with University Registrar to discuss classroom scheduling for units in the WCHHS
- Met with VP for Enrollment Management
- Awarded the WCHHS Staff Award
- Reviewed applications of the Dalton Eminent Scholar Program
- Participated in RU/RUC commencement December 2023
- Met with representatives from the CAS office
- Met with potential donors
- Met with the Attorney General representative on student issues
- Supported the continuation of the TEACH program with VTC
- Met with University Relations to make revisions to the WCHHS website

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- Facilitated the expansion of the WCHHS social media presence
- Participated in virtual Highlander Day events
- Participated in Quest
- Met with WSL10 to discuss marketing and advertising for the programs in the WCHHS
- Attended Partnerships in Excellence event
- Attended the Associate Provost Search Meetings
- Attended the RUC Fall Festival
- Participated in the Graduate College Three Minute Thesis (3MT) event
- Attended the retirement reception for Vickie Taylor in the Provost's office
- Represented the WCHHS at the Employee Service Lunch
- Met with RHEC Director
- Attended events related to the new Highlander Hotel
- Attended the New Faculty Reception at the President's house
- Met with Vice President for Finance and Administration
- Presented at the Healthcare Administration Advisory Board meeting
- Participated in the Blueridge Partnership Conference
- Participated in the HCA partnership meeting
- Successfully advocated for 2 faculty professional development leave awards in the WCHHS
- Spoke at the OT and PA Pinning Ceremonies in December
- Spoke at the DPT White Coat Ceremony in May
- Met with the design team for the CAIC building to select furniture for the WCHHS spaces
- Met with the QEP team to discuss the R-CATS
- Met with consultants on the RU website redesign
- Attended the scholarship award dinner for newly admitted RU students
- Continued to discuss possible collaborations with VT
- Assisted with the SACSCOC site visit team

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- Served as a member of the University Internal Governance Review Committee (UIGRC)
- Attended the RUC spring fling
- Participated in the Healthcare Roundtable at RUC with Senator Ted Kaine
- Met with the representatives from the VA Medical Center in Salem to secure clinical placements
- Attended retiring faculty reception
- Attended going away reception for university comptroller
- Attended WCHHS undergraduate and graduate commencement receptions
- Completed IT Security Training
- Met with the president to discuss future directions of the WCHHS
- Presented at the DPT student orientation
- Met with the facility management personnel for the CAIC building
- Met with candidates for the VP for Enrollment Management position
- Attended the Scottish Rite Luncheon
- Attended Quest and Highlander Days
- Attended the new faculty luncheon
- Attended Faculty Convocation
- Attended RU Student Convocation
- Met with the CAIC Design Firm regarding furniture for the clinic
- Attend the enrollment forum
- Met with representatives from nursing and WCHHS to discuss Castlebranch
- Attended the Homecoming presentation rollout of the new brand
- Met with SGA representative
- Attended the president's holiday reception
- Participated in the Academic Affairs Leadership Team Retreat
- Participated in the meeting with Carilion Leadership regarding the future of RU Roanoke Campus

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- Participated in interviews for associate provost positions
- Participated in interviews for the university registrar
- Participated in meeting with Botetourt County Administration

In summary, I believe we have accomplished much during this year in the WCHHS and I look forward to the opportunity to continue to serve as dean.

Sincerely,

A handwritten signature in black ink, appearing to read "Ken Cox", is written over a light gray rectangular background.

Ken Cox

Waldron College of Health and Human Services

Strategic Plan

~Draft~

2024-2029

Mission

The Mission of Waldron College of Health and Human Services is to educate health and human services professionals within an inclusive learning environment to provide high quality holistic health care services by incorporating cultural humility, interprofessional collaboration, and evidence-based practice to promote the health and well-being of the diverse communities we serve.

Our Vision

The Waldron College of Health and Human Services aspires to be a leading, innovative, student-centered institution that educates health and human service professionals with a focus on teaching and learning, research, and service.

Core Values

WE VALUE:

Student Success: WCHHS facilitates students' critical thinking, communication, self-reflection, and creative problem solving for professional development and life-long learning.

Academic Excellence: WCHHS provides high quality instruction, experiential learning, advising, and mentoring of students.

Inclusion and Belonging: WCHHS promotes an accessible and inclusive learning environment, embracing social justice and differences in its diverse community of students, faculty, and staff.

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Integrity: WCHHS is committed to professional and ethical values using evidence-based practice in the areas of teaching and learning, research, and service.

Community: WCHHS engages in experiential learning and service activities with our local, state, regional, and global communities through practicums, partnerships, public stewardship, and altruism.

Health (note that the CDC uses the WHO definition):

- World Health Organization: “Health is a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity.”