

Dean's Annual Report
Waldron College of Health and Human Services
2020-2021 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.

As you know, due to the COVID-19 global pandemic we were not able to hold our all-college meeting in person in 2020. As such, on August 13, 2020, I shared my opening remarks in the form of a YouTube video with narrated PowerPoint slides. In those remarks, I shared major goals for the year, as well as structural changes in the College. The structural changes included separating the School of Nursing into a stand-alone academic unit and the WCHHS reporting structure (i.e. associate provost position). We were also able to hold a college-specific meeting with President Hemphill on September 14, 2020, where he addressed the faculty on issues related to the budget and other updates from the University. Major goals in the WCHHS for the 2020-2021 academic year were:

1. Continue to implement the RU and WCHHS Strategic Plans.
2. Continue to support faculty and student scholarship, research and innovation in the College.
3. Continue to provide support diversity, equity and inclusion initiatives in the College.
4. Continue to support interprofessional education (IPE) and re-envision IPE for the WCHHS and RUC.
5. Continue program growth.

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

1. Replace vacant staff positions.
2. Support accreditation and reaccreditation for programs in our College.
3. Recruit faculty for open replacement positions in the College.
4. Continue to support alumni involvement with the College, and support the Capital Campaign for RU.
5. Meet with faculty.

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

Separating the School of Nursing from the WCHHS

With the merger of the JCHS and creation of Radford University Carilion in July 2019, we doubled the size of the WCHHS and the School of Nursing. Prior to the merger, the RU Provost, President and I determined that we needed to hire a dean of nursing, and subsequently, make the School separate from the WCHHS in order to run most efficiently. Radford University hired a Dean for the School of Nursing in August 2020. Since then, Nursing has functioned essentially as an independent administrative unit. However, I still did many of the official duties for the School this academic year. For example, I did faculty reappointments, tenure & promotion recommendation, budgetary and RU Foundation approvals, and the faculty emeritus recommendation for Nursing, etc. This was due to the fact that we still have to submit a formal proposal to the State Council on Higher Education in Virginia (SCHEV) to officially reorganize RU so that the School of Nursing can be a separate stand-alone administrative unit apart from the WCHHS. During the Spring 2021 semester, I have worked with Dr. Johnnie Sue Wijewardane (new dean of nursing), Provost Lepre and Assistant Provost Dr. George Santopietro to create the proposal to forward to SCHEV for approval. The overwhelming majority of the WCHHS faculty voted on March 17, 2021, to

separate the School of Nursing from the WCHHS in a 69-9 vote. We held an all-college meeting through Zoom on March 16, 2021, to answer questions from the faculty. The SCHEV proposal will be submitted in May 2021, following the recommendation of the Faculty Senate, approval from the Provost and President, and approval by the RU Board of Visitors. The official separation from the WCHHS should be effective by the start of the 2021-2022 academic year. It should be noted that the WCHHS and the School of Nursing will still collaborate on important initiatives for health sciences moving forward, including Interprofessional Practice and Education, Diversity, Equity and Inclusion activities, research and scholarship, and other important endeavors.

Additional Changes

Many of us spent thousands of hours in the years leading up to the merger focusing on bringing JCHS into the Waldron College family. Before the COVID-19 global pandemic, we began the work of building the culture of RUC and further integrating our programs, including sorting out the details of the merger and what the WCHHS combined college looks like. We crossed the finish line on many details, including budget allocations, personnel reporting lines, office space allocation, faculty and staff hires to name a few. With the separation of Nursing from WCHHS, most of the undergraduate programs in our College are located at RUC. The announcement on March 1, 2021, of the equalization of tuition between RU main campus and RUC is a game changer for the programs in the WCHHS. My hope and expectations are that our students should be able to take courses on both campuses seamlessly. I will continue to work with upper administration towards that end.

Another significant change for the WCHHS was the loss of our associate dean position (Dr. Corey Cassidy). I worked with Provost Lepre to redefine the roles and responsibilities for Dr. Glen Mayhew, and we were able to promote him to being the Associate Dean for the entire WCHHS. Dr. Mayhew assumed additional duties like chairing the WCHHS Curriculum Committee. This has been

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a tremendous help during all the changes with the REAL Curriculum. I want to especially thank the WCHHS Curriculum Committee for all your efforts this academic year.

Another loss in the WCHHS Dean's Office was the retirement of Ms. Loretta Estes. Loretta was the Director of the WCHHS Advising Center, but also served as Assistant to the Dean. We were not approved to backfill Loretta's position in the College. As a result, Dr. Mayhew has also picked up many of the duties and responsibilities related to Loretta's position, including coordination of the WCHHS Student Ambassadors program, management of the WCHHS social media accounts, assisting with awarding college-based student scholarships, and compiling and analyzing admissions and enrollment data. Dr. Mayhew now has an office in Waldron Hall and works from RU main campus one day per week.

As I announced in my August 2020 presentation, Dr. Kerry Vandergrift was appointed as Interim Associate Dean for Interprofessional Education & Practice, and Diversity, Equity and Inclusion. Dr. Vandergrift has done an excellent job with our College initiatives in those areas (see below).

Faculty/Staff Hires

The 2020-2021 academic year has had a number of challenges for RU. Specifically, reduced overall enrollment and COVID-19 have had detrimental effects on the budget. In the spring/summer 2020, the projected budget shortfall was as much as \$20 million. We also had a state-wide hiring freeze. We were able to work with the upper administration to hire temporary staff for the RUC programs, with subsequent replacement full time positions approved in the fall 2020. I was also able to work with the administration to get permission to hire two replacement tenure-track positions in the School of Social Work and two tenure-track positions in the Department of Communication Sciences and Disorders. Those searches are close to completion and hires are expected for fall 2021. President Hemphill announced in his address to the RU community on

March 12, 2021 that we only expect approximately a \$1.4 million budget shortfall instead of the nearly \$20 million that was projected in the summer 2020. There will still need to be some cuts, but not to the extent that was once projected. This is a relief to all of us.

I also successfully advocated for an increase in salary to equalize some 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 Department of Public Health & Healthcare Leadership, Clinical Health Professions and continue to work with the Provost for replacement positions in 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 Physical Therapy due to a resignation. Thanks to Dr. Ed Swanson for coming out of retirement to help us out in PT. We are currently searching for a full-time replacement chair in PT.

Given our on-going situation with the COVID-19, RU continues with the process of virtual Highlander Days to continue our efforts to recruit students. As such, our office continues to work with admissions for these events.

Strategic Plan Implementation

The following section is the WCHHS and the RU Strategic plans and what we have accomplished through March 2021. We have met or partially met the following goals. Also, see attached appendix.

WCHHS Strategic Plan 2018-2023

Goal 1, strategies A, B, C, D, & E met.

Goal 2, strategies A, B, C, D, E, F & G met.

Goal 3, strategies A, B, C, D & F met. E partially met by biannual practice symposia.

Goal 4, strategies A, B, C, F, G, & H, I met.

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

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

Goal 7, strategies B, C, D, met.

RU Strategic Plan Embracing the Tradition and Envisioning the Future

The WCHHS is an integral part of the RU strategic plan. Please see the RU website for updates on each area we are involved with through December 2020.

<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 for research support 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. We are re-envisioning this process, along with IPE this academic year.

As of March 23, 2021, we have already submitted 7 grants in the College/Nursing, which due to the COVID-19 pandemic, is less than we usually submit for in a normal year. Over the past nine years the Dean's Office has been helping to facilitate research by meeting with faculty and helping them develop proposals. Funding was not available from the university for the WCHHS faculty through the Waldron College Research Awards. In line with the objectives above, I have supplemented research activities financially from Dean's Office funding. I provided almost \$20,000 in additional funding from the dean's office for two

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research proposals this year. The projects funded were from three of the seven units in the college (including nursing). Additionally, our continued goal to support the research activities in the College by showcasing them digitally on our "Wall of Scholars" is complete. We re-organized and displayed work and scholarship from faculty and their students digitally at RU and RUC.

Due to COVID-19 restrictions, were unable to provide an opportunity for the Waldron Interprofessional Researchers Engaging in Dialogue (Let's get W.I.R.E.D) event this year. However, we will provide opportunities for faculty to share scholarship opportunities in our College and provide a venue for exploring possible collaboration among our colleagues in the next academic year.

All of our efforts in the WCHHS Dean's office to support research and scholarship in our College have paid off. Since 2012, we have funded a total of 48 internal WCHHS Research Awards within the College. Faculty have submitted and received nine university SEED grants for \$56,880. Additionally, WCHHS faculty have submitted 65 external grants for a total requested amount of \$19,019,613 in the past nine years. WCHHS faculty have received \$7,847,097 in extramural funding from 53 of those submitted grants since 2012. Kudos to all of our faculty for their hard work over the past nine years!

Another major initiative in the WCHHS had to be put on hold again this spring due to the COVID-19 global pandemic. The Annual Waldron College of Health and Human Services Interprofessional Symposium & Expo (IPS&E) is usually held in April each year. 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 Expo typically has clinical affiliates, plus WCHHS-based student

and faculty-based tables, including student groups, international initiatives, RUC programs, and service/community programs. We've also have had a peer-reviewed track. We typically also have a keynote speaker. Look for this symposium & expo to return next year, as we re-imagine IPE in our College.

Again this year, our highly talented group of faculty spearheaded our ninth 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 virtually (Fall and Spring) to accommodate the number of students involved. On October 16, 2020, 170 students and faculty participated in the virtual WCIPEPS event. Over 20 moderators and observers from the Radford University Carilion campus joined our students in a table top activity designed to promote interprofessional communication and collaboration. The planning committee members included: Louise Coats (NURS), Wil Kolb (PT); Diane Shepard (COSD); Viki Neurauter (OT); and Kerry Vandergrift (SOWK).

The spring WCIPEPS was held on February 19, 2021. Because this event was held virtually, we were able to expand the number of participants to over 300, including 27 moderators and alternates. We were joined for the first time by nursing and OTA students from the RUC campus (PA students were also planning to join the Symposium, but were unable to because of weather that required a make-up lab day). The planning committee included the fall members, plus two from the RUC campus—Patricia Airey (PA) and Sallie Beth Johnson (PHHL).

I also want to acknowledge the work of Drs. Kerry Vandergrift and Patricia Airey on their planning for the IPE Simulation Event (i.e. "Disaster Day) that was scheduled to take place at RUC in previous years. The event, which typically

provides IPE simulation opportunities to over 200 students, 25 faculty and 12 standardized patients was a collaboration with RU, RUC and VTCSOM. I look forward to this event in the future.

Support Diversity and Equity Issues in the College

Nine 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. The summer of 2020, brought renewed attention to racial tensions in the United States and around the world. In a statement, the Waldron College Leadership Team and committee members of the Waldron College of Health and Human Services Equity Committee, condemned the murder of George Floyd and re-affirmed the commitment to Waldron's Core Values. Included in this statement were College commitments to:

- Believe the lived experiences of oppressed and vulnerable populations, including people of color, women, people with disabilities, religious minorities, immigrants, members of the LGBTQ community, diverse age groups, and people of lower socio-economic status;
- Acknowledge white privilege and the intersectional oppressive experiences of some of our students, faculty, and staff, as well as our clients and patients;
- Stand-up against individual, institutional, and systemic discrimination;
- Examine and, as necessary, revise administrative policies and practices, including those related to recruitment and retention of faculty, staff, and students;
- Support faculty to teach and learn anti-racist pedagogy; and
- Teach our students anti-racist approaches to individuals and systems.

Beginning with these commitments as a charge, the Diversity, Equity, and Inclusion Committee decided to focus on engaging faculty to make changes at

both administrative levels and in the classroom. Building on the existing “Tough Talks” structure, the committee renamed the meetings “Conversations for Change.” During the “Conversations,” the committee committed to “...*listen compassionately, share honestly, and learn bravely, in an effort to create a kinder world*” and required confidentiality, allowing others to make mistakes, and being supportive of each other.

During the academic year, seven “Conversations” were held or scheduled. Topics included: a discussion of the “Kids are All Right” podcast; having critical conversations in the classroom; learning together about creating inclusive syllabi; responding to students’ linguistic diversity; reflecting on recent social change and upheaval; and (scheduled) learning more about Appalachian culture. Participant numbers ranged from 11 to 17.

I would like to thank the committee for their hard work (Kerry Vandergrift, Louise Coats, Sarah Gilbert, Matthias Neleppa, Laura Lee Whitten, Judith Ismail, Diane Millar, Viki Neurauter, Jason Browning Judy Jenks, Andrew Murray, Ellen Dehaven, Patty Vari and Paula Prince).

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). For the past nine 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.

Dr. Kerry Vandergrift and I are in the process of re-envisioning the IPE offerings at RU, RUC and with our partners at VTCSOM. Two years ago, 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 not met during the COVID-19 pandemic. 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). Dr. Vandergrift has also engaged the WCPEPS committee to take a broader role in the IPE in the WCHHS, and expanded the committee membership.

As many of you are aware, the associate provost for health sciences position is no longer active due to a resignation. There were four task forces that were created to help move the health sciences forward. Provost Lepre asked Dr. Johnnie Sue Wijewardane and me to co-convene those task forces in order to continue to support the outstanding work of our WCHHS and Nursing faculty. As such, Johnnie Sue and I met with each of the chairs/co-chairs of the task forces to better their goals and objectives and to facilitate how we can support them.

The task forces include Research and Innovation (co-chaired by Drs. Wendy Downey and Steve Glass), Community Outreach (chaired by Dr. Renee Huth), Teaching (chaired by Dr. Melania Stayokova) and Global (chaired by Dr. Sarah Smidl and Ms. Vesna Cotic-Costello). One of the central themes throughout each of those meetings was IPE. From a structural and College support perspective, I asked Dr. Vandergrift to reach out to the task force chairs and discuss how the Center can support and facilitate activities each of the areas. In the meantime, I'm providing financial support to the Research and Innovation task force and providing closing remarks at the upcoming Global Health conference created by the Global task force. I look forward to their continued efforts.

Program Growth

Approval was officially given by the Faculty Senate, Academic Affairs Leadership and Provost for the Clinical Research Administration Track in the Master of Science in Health Sciences program of the Department of Public Health and Healthcare Leadership. We will begin recruiting students for a fall 2021 start. The online degree advancement track in Respiratory Therapy is under review and should be approved to be offered in the fall 2021 or spring 2022 semester. The revision of the Doctor of Occupational Therapy (OTD) Program has been submitted, and requires approval from the State Council on Higher Education in VA (SCHEV). That should be completed and approved for a fall 2021 start.

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. That process is on-going and plans are in place to teach out the PTA program and transfer the Surgical Technology program. The original plan was to convert the OTA program from a 2-year associate's degree to a 4-year bachelor's degree. However, based on the

recommendation of the Occupational Therapy (OT) faculty, the OTA program will likely be transferred rather than converted to bachelor's degree at this time.

Several new strategic initiative proposals were submitted by our college as part of the budget planning process for the 2020-2021 academic year. Many of these proposals included funding to expand the programs in the WCHHS. I assisted department chairs and faculty in developing these proposals and have advocated for them in multiple meetings with upper administration. Decisions should be made over the next several weeks on support for these important growth initiatives in the WCHHS.

Sub goals for the year

Meet with Faculty:

The COVID-19 global health pandemic has changed the way we meet in academia. As a result, we have all been depending Zoom for our connection to each other. I have met with faculty and chairs using Zoom during the past academic year, but have also recently been meeting more face to face as some of us have been vaccinated. I've attended faculty meetings and retreats through Zoom. We received news this week that faculty and staff will be able to get their vaccines through RU starting next week. I hope to start to engage in more face to face meetings in the near future. I continue to welcome ideas that come from these meetings with faculty in the College.

Support Accreditation:

The School of Social Work's self-study is due to the Council on Social Work Education (CSWE) in October 2021. Dr. Diane Hodge has led the effort to revise the curriculum and craft the self-study document. I supported her efforts by approving release time for her to focus on this critical initiative.

There were several questions from our accreditors surrounding the process with our merger with RUC. Last year, we were successful in postponing the CCNE site visit for nursing from spring 2020 to spring 2021. This fall I provided support to Nursing in the form of documentation for previous VA Board of Nursing and other accreditation materials so they could prepare for their upcoming site visits.

Also, many of our department's curricula are being substantially revised due to the REAL curriculum. These proposals were 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. Special thanks to the WCHHS Curriculum Committee (Glen Mayhew, Andrew Murray, Patricia Airey, Judi Malek Ismail, Diane Hodge, Shala Cunningham, Wendy Downey, Diane Millar and Tom Castor).

Recruit Faculty and Staff:

We continue to have challenges in the College filling critical open positions. I was able to garner support from the Provost's office for replacement tenure track lines in the School of Social Work, Department of Communication Sciences and Disorders, Department of Public Health & Healthcare Leadership and the Department of Clinical Health Professions. I was successful in working with the Provost to retain each of the 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:

Despite the on-going challenges with COVID-19, I've continued to work with University Advancement and Alumni Relations (Wendy Lowery and Tom Lillard) on fundraising activities, cultivating relationships with donors, alumni and friends. We again 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 over 5 years for the Capital Campaign of \$9,600,000. This amount is substantial. However, we have raised more than \$8,315,754 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 about \$1,284,246. Our team raised \$1,989,773 from March 2020 through March 2021. I continue to participate in the Capital Campaign Steering Committee activities. The kick off Gala event had been rescheduled to spring of 2021, due to the COVID-19 pandemic.

Our advancement officer (Susan Taylor) resigned in August 2020. I'm in the process of working with Tom Lillard as the RU Advancement Office searches for a replacement position. I have met with Wendy Lowery and Tom to reinforce the need to have an advancement officer focused on the WCHHS and nursing, as opposed to being split with the College of Visual and Performing Arts.

We were successful this year in obtaining funding from the Lettie Pate Whitehead Foundation for scholarships. This funding has traditionally only been available to nursing students. However, now the funding is available to all of the disciplines in the WCHHS both at RU main campus and RUC.

COVID -19 Contingency Planning Committee:

During the spring/summer 2020, I served on the COVID-19 Contingency Planning Committee, where we were responsible for making recommendations for returning to campus in the summer 2020, as well as detailed plans for regular opening, early opening, delayed opening, hybrid and virtual options for fall 2020.

The group also examined PPE utilization, testing processes, contact tracing, cleaning protocols, on-campus housing, classes scheduling, faculty development, academic policy and instructional technology. In particular, we made recommendations for summer clinical, lab and class operations. I facilitated summer pay for faculty for returning to laboratory and simulation activities in the WCHHS. I advocated for allowing our WCHHS students to return to on-campus activities once the guidance from the Commonwealth allowed us to do so. I also advocated for students to re-enter clinical rotations. We facilitated student tuition and class registration adjustments, housing for students, building access and room utilization, distribution of PPE, and facilitated faculty pay. I was acknowledged in the May 15th Summer Clinical Plan approved by the President. "The COVID-19 Contingency Planning Group appreciated the opportunity to engage in dialogue for preparation of this plan. **We want to provide our gratitude to Dean Ken Cox for his leadership and insight in understanding the complex issues around this critical need and developing a clear and collaborate path forward.**"

Strategic Budgeting Advisory Group – Services:

I was appointed to serve on the RU Strategic Budgeting Advisory Group for services in July 2020. This group met several times per week from July 6 – August 3, 2020, to address the financial challenges, both short-term and long-term resulting from the COVID-19 global health pandemic. The projected economic downturn was not as dire as predicted. However, the work of the committee was extensive during that timeframe listed above. I cannot discuss the specifics of the recommendations by the committee, but we prepared recommendations that would allow for the university to remain in financial good standing had the economic projections come to fruition.

VTC/RUC Master Planning:

I have been actively engaged with our partners at Carilion Clinic, Virginia Tech and the VTC School of Medicine by serving on the Shared Student Services

Work Group of the VTC Master Planning Work Group. The Work Group is focused on defining a vision and plan for shared student services in Roanoke. This includes bringing forward recommendations that create value for each institutions' student bodies. Over the past six months, the Work Group has created recommendations on core needs like health and safety needs, study and gathering space, campus programming and residential and living needs. The working group continues to meet every two weeks to provide recommendations on providing economies of scale that would prevent duplicate services, recommendations on resource allocation including physical structures, operational plans and human resource allocations.

I have also been engaged with the RUC Master Planning Committee that is operating in parallel with the VTC Master Planning Committee. I met with the committee on March 18, 2021, to discuss at length the needs that we have at RUC and in Roanoke for our programs in the WCHHS. These include office space, space for current program delivery, as well as areas need for growth of programs. I also outlined the needs we have for administrative space, classroom, lab and study space, as well as research and innovation space. Finally, I have been in constant communication with Provost Lepre on the space needs and potential for our WCHHS programs in Roanoke (both at RUC and RHEC). I've provided the Provost and the RUC Master Planning Committee with a detailed description of space needs in our Roanoke programs.

College Ambassadors:

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

families, current students, and alumni while working with the Waldron College and Office of the Dean.

Facilities Upgrades:

We are working again this year with RU Facilities Management to provide some much-needed upgrades to Waldron Hall. I have been on additional walk-through tours of Waldron Hall with leadership and outlined the needs in we have for upgraded furniture, technology, space and equipment. We are scheduled to receive new classroom furniture, as well as upgraded furniture in our student areas in Waldron Hall. I've asked for a comprehensive review of the needs in our building and with our programs.

Center for Adaptive Innovation and Creativity (CAIC):

In December 2019, the Governor announced that RU was allocated \$101 million for the construction of CAIC. Construction on the CAIC is set to being in the summer 2021. I served on the building committee, and recently have facilitated meetings with faculty representatives to engage with the design team for space that is allocated for the WCHHS/Nursing programs in CAIC.

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.
- Provided guidance and counsel to chairs and directors
- Led regular WCHHS Leadership Team meetings
- Continued to support the WCHHS Staff Team and their initiatives
- Advocated for the College: Participated in the Academic Affairs Leadership Team (AALT) meetings
- Participated in the Dean's Council Meetings

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- Attended regular (monthly) meetings with the Provost
- Attended and participated in meetings of the President's Leadership Council
- Met regularly with Emergency Management and Facilities personnel to ensure that departments had adequate PPE for returning to campus operations
- Worked with Carilion Visiting Student Affairs to onboard WCHHS students back into clinical rotations
- Attended and reported out to the RUC Operations Advisory Group
- Attended to the RUC Integrated Services Steering Committee
- Attended to RUC Academic Leader Working Group
- Appointed to the VIAL Oversight Committee and attended regular quarterly meetings
- Supported applications for tenure and promotion in the WCHHS and Nursing
- Facilitated alternative work arrangements during the COVID-19 pandemic
- Provided support for refining the WCHHS Student Ambassadors program
- Met with candidates for various positions in the College
- Attended the Provost Lunch for New Faculty, 8/10/2020
- Attended Health Sciences Strategic Planning/Task Force presentation by Zoom
- Met with the PT faculty to facilitate search for permanent chair for the department
- Provided input for the summer 2021 and fall 2021 planning group
- Participated in an interview from the RU Hotel programming group
- Facilitated the re-keying of Waldron Hall
- Fiscal resources: Facilitated approval for over \$200,000 in ETF funding for the WCHHS
- Participated in commencement activities at RU and RUC
- Attended the State of the University Address

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- Facilitated the distribution of WCHHS RU Foundation Scholarships
- Served on the University Academic Program Review Committee
- Served on the University Academic Policies and Procedures Review Committee
- Provided letters of support for faculty research grants
- Attended RU Board of Visitor meetings
- Assisted with facilitating agency contracts
- Evaluated chairs, directors, associate dean, assistants to the dean and College staff
- Continued to oversee medical records management from RU Family Health Clinics closure
- Served as reference for faculty
- Wrote thank you letters to College donors
- Counseled faculty on tenure, promotion and career opportunities
- Provided materials for RU Public Relations on stories about WCHHS
- Met with the personnel from University Relations
- Met with donors and RU Advancement personnel
- Met with HR regarding staff issues
- 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
- Approved the WCHHS summer school budget
- Met with Dr. Sandra Baker regarding SACSCOS accreditation
- 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

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- 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 RUC commencement December 2020
- Met with representatives from the CAS office
- Met with potential donors
- Met with nursing dean candidates
- Attended virtual presidential open forum
- Met with the provost and the associate provost for health sciences to clarify roles
- Met with the Attorney General representative on student issues

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

Sincerely,

A handwritten signature in black ink, appearing to read "Ken Cox", with a stylized flourish at the end.

Ken Cox

Waldron College of Health and Human Services

Strategic Plan

2018-2023

Vision Statement:

The Waldron College of Health and Human Services is a community of clinician-scholars preparing competent, compassionate professionals to meet the diverse needs of our community, region, nation, and world.

Mission Statement:

It is the mission of the WCHHS to

- Facilitate and recognize excellence of students, faculty, and staff.
- Provide a supportive environment for transformative academic and clinical experiences, while integrating innovative, evidence based and active teaching and learning strategies.
- Incorporate the use of state-of-the-art technologies to ensure development of professionalism, strong written and oral communication skills, critical thinking skills, and clinical reasoning skills through both didactic and clinical work.
- Promote interprofessional collaboration and high impact practices among the faculty, staff, and students in teaching, scholarship, and service.
- Facilitate and recognize excellence of students, faculty, and staff.
- Foster culturally competent care within a diverse and global society.
- Facilitate health promotion and wellness in the community.

Core Values:

- Altruism
- Awareness of and respect for all professional roles and responsibilities
- Critical thinking, clinical reasoning, and creative problem-solving
- Effective and professional communication
- Equitable and ethical behavior toward all groups and individuals
- Full participation
- Human rights
- Improved outcomes that result from interprofessional collaboration and high impact practice opportunities
- Inclusion of high impact practices in the curriculum
- Inclusivity and justice
- Lifelong learning and leadership
- Outstanding and innovative instruction, advising and mentoring of students
- Public Stewardship
- Respect of all cultures, races, religions, genders and gender identification, and roles
- Technical literacy
- Use of models of best practice

WCHHS Dean's Annual Report 2021

Goals:	Core Values:	Strategies:	Connection to the RU 2018-2023 Strategic Plan
<p>1. WCHHS will facilitate and recognize excellence of students, faculty and staff.</p>	<ul style="list-style-type: none"> Outstanding and innovative instruction, advising and mentoring of students 	<p>A. Recognize a distinguished WCHHS faculty member and staff member each year for their outstanding contributions in the areas of teaching, research, and/or service;</p> <p>B. Recognize distinguished WCHHS faculty members within each unit each year within the following categories: research contribution, classroom teaching, clinical supervision, advising and/or mentoring of students, and university service;</p> <p>C. Display examples of faculty, staff, and student achievements in all WCHHS physical sites, on the WCHHS website, and on social media sites;</p> <p>D. Recognize the value and impact of alumni engagement with WCHHS and share examples of student and alumni activities and achievements through an annual digital newsletter;</p> <p>E. Provide funding and/or other support-based resources to facilitate faculty and student excellence in scholarship, service, and professional development.</p>	<p>ACADEMIC EXCELLENCE AND RESEARCH</p>
			<p>Goal 4: RU will increase faculty & student-faculty collaborative research, scholarship & creative activities that are externally validated through peer review & supported by grants.</p> <p style="text-align: right;"><i>Strategy B</i> <i>Strategy C</i> <i>Strategy E</i> <i>Strategy F</i></p>
			<p>PHILANTHROPIC GIVING AND ALUMNI ENGAGEMENT</p>
			<p>Goal 1: RU will broaden engagement for constituents.</p> <p style="text-align: right;"><i>Strategy A</i> <i>Strategy C</i> <i>Strategy D</i></p>
			<p>STUDENT SUCCESS</p>
<p>Goal 2: RU will increase student engagement in both the social and academic arenas to enrich the Radford experience and increase student retention and success.</p> <p style="text-align: right;"><i>Strategy B</i></p>			

<p>2. WCHHS will provide a supportive environment to faculty, staff, and students while integrating innovative, evidence based and active teaching and learning strategies.</p>	<ul style="list-style-type: none"> • Critical thinking, clinical reasoning, and creative problem-solving • Effective and professional communication • Use of models of best practice • Lifelong learning and leadership • Inclusion of high impact practices in the curriculum 	<p>A. Support faculty and student research that targets evidence-based teaching strategies with funding and mentorship;</p> <p>B. Support learning communities for faculty and student endeavors, including collaborations, experiences, and training, that enhance active teaching and learning strategies and practices;</p> <p>C. Participate in public and private partnerships in which faculty and students will engage in health sciences, healthcare and human services throughout the region;</p> <p>D. Implement and maintain cooperative agreements with community partners to provide students with best-practice clinical, externship, and field placement experiences.</p> <p>E. Investigate short-term and long-term solutions for additional classroom, clinical, and office space;</p> <p>F. Collaborate with the Dean of Students to develop a WCHHS Code of Conduct;</p> <p>G. Support and facilitate professional accreditation activities to ensure successful accreditation/re-accreditation in each</p>	<p style="text-align: center;">ACADEMIC EXCELLENCE AND RESEARCH</p> <hr/> <p>Goal 1: RU will be a leading institution of higher education in the Commonwealth of VA to produce students with a high level of applied learning capabilities for productive professional and personal lives.</p> <p style="text-align: right;"><i>Strategy A3</i> <i>Strategy B1</i></p> <p style="text-align: right;"><i>Strategy B2</i></p> <p>Goal 2: RU will garner recognition for signature academic programs in health sciences, healthcare & human services across the lifespan.</p> <p style="text-align: right;"><i>Strategy A1</i> <i>Strategy A2</i> <i>Strategy B1</i> <i>Strategy B2</i> <i>Strategy C1</i> <i>Strategy C2</i> <i>Strategy D1</i></p> <hr/> <p style="text-align: right;"><i>Strategy D2</i></p> <p style="text-align: center;">STUDENT SUCCESS</p> <hr/> <p>Goal 1: RU will assist students in becoming more independent, self-confident & effective learners who disseminate knowledge, innovate & solve problems creatively.</p> <p style="text-align: right;"><i>Strategy A1</i> <i>Strategy A2</i></p> <hr/> <p style="text-align: right;"><i>Strategy E</i></p> <p>Goal 2: RU will increase</p>

		unit.	<p>student engagement in both the social and academic arenas to enrich the Radford experience and increase student retention and success.</p> <p style="text-align: right;"><i>Strategy A</i></p> <p><i>Strategy C</i></p>
<p>3. WCHHS will incorporate the use of state-of-the-art technologies to ensure student development of professionalism, strong written and oral communication skills, critical thinking skills, and clinical reasoning skills through both didactic and clinical work.</p>	<ul style="list-style-type: none"> • Technical literacy • Use of models of best practice • Inclusion of high impact practices in the curriculum 	<p>A. Ensure that WCHHS has a representative on the RU IT Committee;</p> <p>B. Support faculty and student use of technologies to enhance educational experiences in the classroom and clinical settings that will foster growth in critical thinking, clinical reasoning, and problem-solving skills, by providing training and funding opportunities;</p> <p>C. Support training for both faculty and students to succeed in teaching and learning via distance learning and online courses;</p> <p>D. Ensure IT support and faculty education with regard to technologies;</p> <p>E. Provide support to ensure teaching and learning of written communication and oral communication practices are taught and demonstrated;</p> <p>F. Provide experiential learning opportunities through simulation technologies to enhance student learning.</p>	<p>ACADEMIC EXCELLENCE AND RESEARCH</p>
			<p>Goal 2: RU will garner recognition for signature academic programs in health sciences, healthcare & human services across the lifespan.</p> <p style="text-align: right;"><i>Strategy A1</i> <i>Strategy A2</i> <i>Strategy B1</i> <i>Strategy B2</i> <i>Strategy C1</i> <i>Strategy C2</i> <i>Strategy D1</i> <i>Strategy D2</i></p>
			<p>STUDENT SUCCESS</p>
			<p>Goal 1: RU will assist students in becoming more independent, self-confident & effective learners who disseminate knowledge, innovate & solve problems creatively.</p> <p style="text-align: right;"><i>Strategy A1</i></p> <p><i>Strategy E</i></p>

<p>4. WCHHS will provide opportunities for faculty and students to demonstrate cooperation and professional interaction through interprofessional education, scholarly and service activities and high impact practices across health related disciplines.</p>	<ul style="list-style-type: none"> • Awareness of and respect for all professional roles and responsibilities • Improved outcomes that result from interprofessional collaboration and high impact practice opportunities • Social harmony 	<p>A. Create and support a Center for Interprofessional Education and Practice;</p> <p>B. Host an annual WCHHS Interprofessional Education & Practice Symposium to provide opportunities for faculty and students from all disciplines to work together in teams;</p> <p>C. Host an annual WCHHS Interprofessional Symposium & Expo to provide opportunities for faculty and students to share accomplishments in areas of pedagogy, scholarship, and service with members of the campus and community;</p> <p>D. Develop an interprofessional continuing education program in gerontology;</p> <p>E. Develop an interprofessional continuing education program in early intervention;</p> <p>F. Develop interprofessional coursework in cultural competence and ethics in health services;</p> <p>G. Utilize interprofessional experiential opportunities with simulation technologies and real practice experiences to enhance</p>	<p style="text-align: center;">ACADEMIC EXCELLENCE AND RESEARCH</p> <hr/> <p>Goal 2: RU will garner recognition for signature academic programs in health sciences, healthcare & human services across the lifespan.</p> <p style="text-align: right;"><i>Strategy A1</i> <i>Strategy A2</i> <i>Strategy B1</i> <i>Strategy B2</i> <i>Strategy C1</i> <i>Strategy C2</i> <i>Strategy D1</i> <i>Strategy D2</i></p> <p>Goal 4: RU will increase faculty & student-faculty collaborative research, scholarship & creative activities that are externally validated through peer review & supported by grants.</p> <p style="text-align: right;"><i>Strategy B</i> <i>Strategy E</i> <i>Strategy F</i></p> <hr/> <p style="text-align: center;">STUDENT SUCCESS</p> <hr/> <p>Goal 1: RU will assist students in becoming more independent, self-confident & effective learners who disseminate knowledge, innovate & solve problems creatively.</p> <p style="text-align: right;"><i>Strategy A1</i> <i>Strategy A2</i></p> <p style="text-align: right;"><i>Strategy E</i></p> <hr/> <p style="text-align: center;">PHILANTHROPIC GIVING AND ALUMNI</p>

		<p>teaching and learning outcomes.</p> <p>H. Support interprofessional educational initiatives for faculty and students.</p> <p>I. Engage in events with alumni to demonstrate support for interprofessional collaboration between faculty, students, and alumni.</p>	<p>ENGAGEMENT</p> <hr/> <p>Goal 1: RU will broaden engagement for constituents <i>Strategy A</i></p>
<p>5. WCHHS will facilitate and recognize excellence of students, faculty and staff.</p>	<ul style="list-style-type: none"> Outstanding and innovative instruction, advising and mentoring of students 	<p>A. Recognize a distinguished WCHHS faculty member and staff member each year for their outstanding contributions in the areas of teaching, research, and/or service;</p> <p>B. Recognize distinguished WCHHS faculty members within each unit each year within the following categories: research contribution, classroom teaching, clinical supervision, advising and/or mentoring of students, and university service;</p> <p>C. Display examples of faculty, staff, and student achievements in all WCHHS physical sites, on the WCHHS website, and on social media sites;</p> <p>D. Recognize the value and impact of alumni engagement with WCHHS and share examples of student and alumni activities and achievements through an annual digital newsletter;</p> <p>E. Provide funding and/or other support-based resources to facilitate</p>	<p>ACADEMIC EXCELLENCE AND RESEARCH</p> <hr/> <p>Goal 4: RU will increase faculty & student-faculty collaborative research, scholarship & creative activities that are externally validated through peer review & supported by grants.</p> <p style="text-align: right;"><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 style="text-align: right;"><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 style="text-align: right;"><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> <hr/> <p style="text-align: center;">ECONOMIC DEVELOPMENT AND COMMUNITY PARTNERSHIPS</p> <hr/> <p>Goal 1: RU will contribute to overall economic growth & increased employment opportunities in the region through both indirect and direct economic development activities in health...</p> <p style="text-align: right;"><i>Strategy B3</i></p>
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