

Dean's Annual Report
Waldron College of Health and Human Services
2017-2018 Academic Year

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

At the all-college meeting on August 23, 2017, I shared some of my goals with you for the upcoming academic year. These have been my major goals for the 2017-2018 academic year.

1. Continue to support scholarship and research in the College.
2. Continue to support diversity and equity issues in the College.
3. Continue to support interprofessional education.
4. Develop new academic programs.
5. Continue to facilitate partnerships with other institutions.

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

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

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

Support Scholarship and Research in the College and Interprofessional Education

There are four main objectives that I continued to focus on to help facilitate scholarship and research in the College. The first was to provide targeted funding above and beyond the WCHHS Research Grants to faculty to conduct their research. The second was to continue to support the WCHHS research "wall of fame" on the first floor. The third was to provide a forum to gather and interact socially while discussing research and scholarship adventures and opportunities. Finally, I wanted to continue to showcase research and scholarship in the College.

As of March 20, 2018, we have already submitted 10 grants in the College, which is consonant with our goals for this year. Over the past five years the Dean's Office has been helping to facilitate research by meeting with faculty and helping them develop proposals. Last year the university reduced the research funding available to the WCHHS faculty through the Waldron College Research Awards by 50%. In line with the objectives above, I have supplemented research activities financially from Dean's Office funding. I provided over \$4,000 in additional funding from the dean's office for seven research proposals this year (six fully funded and one partially augmented by WCHHS dean's office funds). The projects funded were from four of the five units in the college. Additionally, we have continued to support the research activities in the College by showcasing them on our "research wall of fame" located on the first floor of Waldron Hall. Due to the renovation on the first floor of Waldron Hall this fall, the wall was not available for the entire fall semester. We organized and displayed

work and scholarship from eight faculty and 12 students (20 total) on the wall, which represented multiple peer-reviewed articles and presentations.

Another avenue for supporting the WCHHS research and scholarship was the fourth Waldron Interprofessional Researchers Engaging in Dialogue (Let's get W.I.R.E.D) event that was held on September 19, 2017. This event hosted 8 of our colleagues from all of our five disciplines, with guest Dr. Agida Manizade (RU appointed Faculty Research and Grants Advisor). The event was intended to be a series of five-minute "speed" interviews that would allow for faculty to talk with their peers from their own and other disciplines in the College. Dr. Manizade discussed supporting research and scholarship opportunities at RU. This also provided opportunities for faculty to share the many scholarship opportunities in our College and provided a venue for exploring possible collaboration among our colleagues.

Another major initiative in the WCHHS last year was the 4th Annual Waldron College of Health and Human Services Interprofessional Symposium & Expo (IPS&E) held on April 11, 2017. The purpose of this event was to continue to develop relationships among faculty and students in the WCHHS programs in the areas of research and scholarship. The meeting objectives were to showcase research and scholarly work of the WCHHS faculty and students, encourage faculty to incorporate interprofessional scholarship in their course objectives and promote interprofessional scholarship and service in the WCHHS and across the University. The Expo had 22 clinical affiliates, plus WCHHS-based student and faculty-based tables, including student groups, international initiatives, and service/community programs. This year the committee decided that the submissions would be given the option for multiple tracks (including peer-reviewed track, scholarship, research or service tracks). We had 86 presentations from faculty and students in the WCHHS, several of which were peer-reviewed. Dr. Brian O. Hemphill, President of Radford University, was our keynote speaker.

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We are continuing with the 5th Annual WCHHS IPS&E this year to be held on April 10, 2018. This year the committee continued with the option for multiple tracks (including peer-reviewed track, scholarship, research or service tracks). We have 80-100 poster presentations and podium sessions scheduled, and we have about 25 programs scheduled for the Expo. There will be a continued focus on interprofessional engagement between RU programs and community partners.

I would like to thank the committee for all of their hard work. I would like to especially thank Dr. Corey Cassidy, Associate Dean of the WCHHS, for all of her hard work and dedication to the College. Her commitment to excellence and attention to detail have made these initiatives possible.

Again this year, our highly talented group of faculty spearheaded our seventh annual Waldron College Interprofessional Education and Practice Symposium (WCPIPEPS). 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 (morning and afternoon) to accommodate the number of students involved. There were 220 undergraduate and graduate students and over 22 faculty moderators participated in the Fall Interdisciplinary Symposium held on November 3, 2017. We had participants from all of our units in the WCHHS, as well as the Doctor of Psychology (Psy.D.) program. I supported the committee's work and they obtained a SCI grant as well. The 2017 case study focused on a young adult veteran with a traumatic brain injury. I would like to commend the committee for all of their hard work (thanks to Drs. Sheila Krajnik, Corey Cassidy (chair), Kerry Vandergrift, Wil Kolb, Kate Brennan and Mrs. Rebecca Epperly).

Support Diversity and Equity Issues in the College

Six years ago, I laid the groundwork for faculty in the College to be leaders at RU in diversity and equity issues on campus. Following the formation of the WCHHS Equity Committee, I supported the work of the Committee to formulate a series of Brown Bag Sessions to provide an opportunity for faculty, staff and students in the WCHHS to participate in diversity and equity issues at RU. This year the Committee continued with the Waldron College Character Campaign. The theme for the year is entitled *How do WE work together to serve others? Health and Human service professionals engaging in service and working together*. The purpose of this year's theme was to build on last year's theme of "How do WE serve the community?" The Campaign's overall objects are to

- Increase awareness of who "we" are & what "we" do;
- Explore what it takes to be "us" within our professional disciplines;
- Appraise the qualities "we" share and the qualities that differentiate each of our health and human services professions;
- Encourage others to join our professions.

Our program continued with a college-wide, year-long Equity in Character Campaign with the continuing theme of "Intersectionality". According to Dr. Corey Cassidy and the Committee, the goal of intersectionality is to look at the multiple dimensions of every individual with whom we interact; in the process, we should begin to recognize where each of us has come from, including what dimensions make us the individuals we are (be it gender, race, role, education, sexual orientation, family status, etc.), and what each of us has to offer. The Committee encouraged faculty, staff, and students to participate in organized Brown Bags, book clubs, "tough talks" and service projects within the college, across campus, and throughout the community that address the themes. The poster competition was designed so that each unit was challenged to come up with a visual display to represent the components of each program's code of ethics that addresses equity and inclusion and that epitomizes "professional

character.” The Character Campaign culminated last year in the poster WE award, won by the team from Physical Therapy.

The goal for this year's theme was for everyone in our college to be more aware of their own differences, similarities, and strengths within and between our disciplines. This year's theme again focused on how we implement our roles and scopes of practice, specifically addressing who we serve and how we learn and collaborate on an interprofessional level to ensure evidence-based practices across our disciplines. I would like to thank the committee for their hard work (Corey Cassidy, Louise Coats, Sarah Gilbert, Matthias Neleppa, Rebecca Scheckler, Megan Hebdon, Diane Millar, Judith Ismail, Kristen Jagger, and Samantha Herrell, student representative from OT).

The following is a summary of the events surrounding the Character campaign, culminating in an award given for the best poster in our poster competition:

September:

THEME: Addressing Difficult Discussions about Race in the Classroom

ACTIVITY: Served as a follow-up session to the February 2017 book discussion about Derald Wing Sue's ***Race Talk and the conspiracy of silence:***

Understanding and facilitating difficult dialogues on race, this session focused on practical strategies and opportunities to effectively engage in difficult discussions with our students in the classroom. Participants: 18

October-April:

THEME: Tough Talks

ACTIVITY: Series of events to provide a safe space for faculty, staff, and students to join together in conversation about the most pressing issues we are facing on campus today. These discussions examined how social and identity markers such as race, ethnicity, class, gender, or sexual orientation factor in to the art and science of teaching, learning, and communicating at Radford University. Participants: 10-32

October 9, 2017

November 13, 2017

February 12, 2018

March 12, 2018

April 2, 2018

November:

THEME: Who Are We?

ACTIVITY: Interprofessional Panel Presentation. Faculty and students from each of the five units within the WCHHS shared information about their professional and presented their stories. Participants: 24

February:

THEME: How do we address gender identity as healthcare and human services professionals?

ACTIVITY: Panel Presentation. Co-hosted by Radford University's Waldron College of Health and Human Services, Scholar-Citizen Initiative, and the student organization, Spectrum, a dynamic panel of presenters, comprised of Radford University students, staff, and faculty, shared their perspectives, concerns, and recommendations in addressing gender equity within healthcare and human services settings based on their own experiences. The goal of the panel discussion was to address and discuss considerations related to working professionally with individuals who identify themselves within the LGBTQ+ community. Participants: 35

April:

THEME: Scholarship and Service among Health and Human Service Professionals

ACTIVITY: *5th Annual Waldron College Interprofessional Symposium & Expo*; Culmination and presentation of the **How do WE serve others?** *Poster Competition*. Anticipated Participants: 350

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 6 years we have worked to create an interprofessional culture and dialogue has permeated the college over the past several years. Since August 2017, interprofessional events and activities in the WCHHS have been organized from the Center, including the upcoming annual Interprofessional Symposium and Expo, and the WCHHS Student Education and Practice Symposium. Additionally, we sponsored the substance abuse symposium entitled Substance Abuse: A Campus Crisis held on January 11, 2018. Dr. William Hazel, Secretary

of Health and Human Resources from the Commonwealth of Virginia was gracious enough to serve as the keynote speaker on his last day in office. The all-day event had presentations from speakers across campus, as well as from community partners.

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

During the new initiative requests through the budgeting process at RU, I requested funding for a full-time staff person and a Director of the Center. In addition, we attempted a fund-raising effort for the Center through the RU Crowd Funding program. We only raised a few hundred dollars of our goal, but fund-raising efforts are on-going.

Develop Partnerships with Other Institutions

As you are aware, on January 18, 2018, we announced to the Radford University campus our intent to merge the Jefferson College of Health Sciences (JCHS) into the family of colleges and departments at RU, specifically into the Waldron College of Health and Human Services. The preliminary groundwork for the proposed merger required extensive work and cooperation with our partners at Carilion Clinic and JCHS over the past year or so. Over the next 18 months, under President Hemphill's leadership, the merger process will continue. A

committee system has been constituted to provide input and participation. The committees consist of an executive committee and steering committee, with academic programs and accreditation, and communication sub-committees. In addition, human resources, student services, and finance and legal sub-committees will be formed soon. Each sub-committee has or will have representation from the WCHHS faculty. Additional sub-committees will likely be formed to continue this important work over the 18 months or so. The WCHHS has a long-standing history of being collaborative and has worked with several organizations, institutions, community entities, and practices due to the clinical nature of our disciplines. We will continue to explore partnerships as we implement the Radford University Strategic Plan: *Embracing the Tradition and Envisioning the Future*.

Speaking of the RU Strategic plan, last year I served on both the Mission, Vision and Core Values sub-committee as well as the Academic Excellence and Research sub-committee. I also served on the Strategic Planning Task Force. Through those groups, I was able to work with various constituents to recognize health sciences, healthcare and human services, as signature programs for Radford University. As such, much of the strategic plan focuses on the disciplines in our college. As a follow up to the approval and release of the university strategic plan, our interim provost has asked each of the colleges to create or align their current strategic plans with the university's plan. I want to thank the WCHHS Ad-hoc Strategic Planning Committee for their hard work on re-evaluating and aligning our college plan and the university's plan (included at the end of this document). Thanks to Drs. Corey Cassidy (chair), Deneen Evans, Brent Harper, Judith Malek-Ismael, Diane Millar and Iris Mullins. Thanks as well to Ms. Sarah Bradbury as our staff representative on the committee.

Our college units continue to cultivate clinical partnerships with organizations across the Commonwealth and the country. We currently place students in 17 states, plus Washington D.C., for clinical rotations. I would like to thank the

department/school clinical directors for their hard work on accomplishing our clinical mission of the College. We have invited many of our local partners to the Waldron College Symposium & Expo this year. Please take some time to engage with them during that day.

Develop New Academic Programs

Developing new programs was another one of my major goals for this year. The revision of the doctorate in occupational therapy (OTD) proposal to SCHEV was put on hold last summer and fall because of the ACOTE reaccreditation site visit. Given that JCHS has a doctorate in occupational therapy (DOT), the decision was made not to seek separate SCHEV approval for ours. Instead, once the merger takes place, the JCHS DOT will become Radford University's doctor of occupational therapy.

As I explained to the faculty when I met with you on January 18, 2018, the JCHS merger is truly an exciting and unprecedented opportunity for RU and for the WCHHS for multiple reasons. As we participate in the merger process, several of the logistic questions will be answered. However, it is clear that we will be gaining several outstanding programmatic offerings within our college. I look forward to working with our new colleagues as we welcome them into the RU family.

Continued conversations with the department chairs and school directors have led to several new programs being put forward over the past 6 years. Ideas have been submitted to the state, the RU Board of Visitors, and the upper administration. As I've said several times before, I will continue to advocate for new programs but with both fiscal and physical resources to implement such programs.

Sub goals for the year

Meet with Faculty:

During my sixth academic year as dean I have not been able to carve out time for “coffee with Ken.” However, in the remainder of this year I will attempt to provide informal opportunities to have coffee with me and others in our conference room. Other faculty and staff have met with our associate dean. I continue to welcome other ideas about how we can facilitate meetings with faculty in the College.

Support Accreditation:

In July 2017, the MOT program submitted their self-study for reaccreditation to the Accreditation Council on Occupational Therapy Education (ACOTE). In October 2017, the Department of Occupational Therapy had their site visit from ACOTE. The exit report was overwhelmingly positive, and we received word in December that we are fully reaccredited for ten years. The School of Nursing received word of reaccreditation for the Doctor of Nursing Practice (DNP) program by the Commission of Collegiate Nursing Education (CCNE) for ten years on May 24, 2017. Finally, the DPT program will submit their self-study for reaccreditation to the Commission on Accreditation in Physical Therapy Education (CAPTE) in summer 2018, with their site visit scheduled for September 2018.

Also, the DPT and RN-BSN programs were revised and approved by the WCHHS Curriculum Committee this year. I know how much time, effort and energy goes into accreditation and I sincerely appreciate the work of the faculty and staff in continuing to make RU excellent by maintaining our rigorous professional accreditations.

Recruit Faculty and Staff:

We continue to have challenges in the College filling critical open positions. I have provided additional financial support to the units for recruiting faculty as

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needed. We have been able to cross the finish line on many of those positions, and are poised to fill most if not all 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. Finding a permanent solution for staff needs in the College continues to be one of my major goals. We are working on multiple fronts to obtain positions, including through the new initiatives process (NIR's), as well as grant funding. This year, our top 3 new initiatives for the WCHHS were faculty positions in the School of Social Work. Finally, we are close to hiring a replacement for Shirley Duncan, who retired as Assistant to the Dean after almost 41 years of service to Radford University.

Alumni Involvement:

I participated in RU's Homecoming activities on October 6-8, 2017. I've continued to work with University Advancement and Alumni Relations (Wendy Lowery and Tom Lillard) on fundraising activities, cultivating relationships with donors, alumni and friends. We revised the dean's letters that are being sent out this year to solicit donations. An announcement will be made in the next couple of weeks regarding a major gift to the WCHHS.

Other:

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

We were able to work with RU Facilities Management to continue the renovation efforts in COSD, OT, SOWK and NURS in Waldron Hall. They will be installing a

new glass wall on the first floor waiting area in response to a request by the COSD accreditors. The installation is scheduled to take place in May 2018. New paint and baseboards have been installed on the second and third floor hallways. New carpet is expected over the course of the next year on the second and third floors. A roof renovation project was completed on Waldron Hall to address the leaking roof issues.

Clinical Simulation Center Move to Cook Hall

For the past several years we have been working behind the scenes to facilitate the expansion of the RU Clinical Simulation Centers. Last year through state funding to the Roanoke Higher Education Center (RHEC), we were able to expand the RU CSC in Roanoke. Their grand opening was a huge success on November 15, 2017, where I had the opportunity to provide remarks on behalf of the entire college

(<https://www.radford.edu/content/radfordcore/home/news/releases/2017/november/cscrhec-ribboncut.html>) . Kudos to Cindy Cunningham and her entire Clinical Simulation Center faculty and staff for all of their hard work and effort to make this renovation a reality.

In addition, we secured the third floor of Cook Hall, and renovations are well underway to create a showcase facility for our Radford site. I was able to garner support for nearly \$440,000 in funding through the Equipment Trust Fund (ETF process) and one-time funding from the President's office for equipment to complete this project. RU Facilities Management was able to provide funding for the additional cost of renovating the space. Construction is scheduled to be completed in May, 2018.

Center for Adaptive Innovation and Creativity (CAIC)

President Hemphill appointed me to a special committee to develop a proposal for a new building for the arts as well as expansion of space for the health disciplines in our college, and collaboration with information technology. That

committee did their initial work over the summer, and I was asked to present the proposal to legislative staffers. Additionally, I traveled to Richmond during the legislative session and met with Delegate Chris Stolle (appropriations committee, capital outlay committee, etc.). The meeting was productive and we are hopeful that RU will be approved to start the planning process for the new building. Our programs will not leave Waldron Hall, but if approved and built, the new building will offer some flexibility in the future. Please see President Hemphill's email from February 7, 2018 for details on the \$79 million state-of-the-art building.

Other Activities

- Participated in the Academic Affairs Leadership Team (AALT) meetings
- Provided guidance and counsel to chairs and directors
- Supported applications for tenure and promotion
- Supported staff attending professional conferences
- Provided support for refining the WCHHS Student Ambassadors program
- Met with candidates for various positions in the College
- Participated in commencement activities
- Provided closing remarks for the Nursing Pinning Ceremony
- Provided closing remarks for the OT Pinning Ceremony
- Served as Co-Chair for the Search Committee for the Vice President for Finance and Administration
- Served on the University Academic Program Review Committee
- Served on the University Academic Policies and Procedures Review Committee
- Reviewed and approved one-time and ETF requests
- Provided letters of support for faculty research grants
- Provided reports for the RU Board of Visitor meetings
- Presented to the RU Board of Visitors on the WCHHS as signature programs

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- Presented to the RU Leadership Council on the WCHHS as signature programs
- Continue to see audiology patients as part of my Carlot grant
- Assisted with facilitating agency contracts
- Evaluated chairs, directors, associate dean, assistants to the dean and College staff
- Continued to oversee medical records management from RU Family Health Clinics closure
- Served as reference for faculty
- Coordinated thank you letters to College donors
- Counseled faculty on tenure, promotion and career opportunities
- Participated in New Faculty and Service Recognition Luncheons
- Initiated and attended the WCHHS Holiday Reception in December
- Provided materials for RU Public Relations on stories about WCHHS
- Met with the personnel from University Relations
- Attended regular (monthly) meetings with the Provost
- Met with donors and RU Advancement personnel
- Met with HR regarding staff issues
- Continued to support the WCHHS Staff Team and their initiatives
- Supported graduate program coordinator position in the Department of Physical Therapy
- Submitted new initiative requests for the College to the Provost
- Met with RU personnel regarding clinical contracts
- Attended meetings on student retention
- Met with Dean of Students and personnel from Student Affairs
- Led regular WCHHS Leadership Team meetings
- Approved the WCHHS summer school budget
- Met with Dr. Ebenezer Kolajo regarding SACSCOS accreditation
- Traveled to Decatur, GA to meet with SACSCOC regarding the merger with JCHS

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- Met with Assistant Provost to discuss international program offerings
- Met with representatives from the RU Foundation
- Attended Institutional Effectiveness Day, August 2017
- Attended meetings of the President's Leadership Council
- Attended Faculty Senate meetings
- Co-authored a peer-review publication on using a head impact indicator and other screening tools in youth football
- Presented on collaborations with College of Science and Technology and possible signature programs at RU
- Worked with Academic Affairs personnel on State Authorization initiatives
- Attended the Three-Minute Thesis competition
- Completed mandatory CEU's to maintain licensure and certification
- Attended the third annual scholarship luncheon for new students
- Attended the "Dean's List" reception
- Invited to review multiple articles for a professional journals
- Participated in RU homecoming activities
- Met with University Registrar to discuss classroom scheduling for units in the WCHHS
- Met with VP for Enrollment Management
- Participated in Highlander Days
- Work with the Assistant Provost on articulation agreements and transfer guides for the VCCS and units in the WCHHS
- Met with representatives from NRCC regarding articulations agreements
- Attended and provided comments at welcome event for students from South Korea
- Met with representatives from the RU Foundation regarding the Clinical Simulation Centers
- Facilitated installation of LED monitors for each of the units to display information

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- Attended events surrounding the naming of the Artis College of Science and Technology
- Met with Director of Government Affairs
- Served on the Commencement Working Group
- Facilitated and attended the WCHHS Staff Team retreat
- Attended AALT retreats in August 2017 and January 2018
- Met with Registrar regarding classroom scheduling
- Attended all-day retreat with VCOM to discuss collaboration
- Attended the state of the university address
- Represented President Hemphill at the RHEC Board of Directors meeting
- Met with Vice President for Student Affairs
- Supported the creation of a WCHHS Staff Award

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

Sincerely,

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

Ken Cox

Waldron College of Health and Human Services

Strategic Plan

2018-2023

Vision Statement:

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

Mission Statement:

It is the mission of the WCHHS to

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

Core Values:

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

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

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

		<p>faculty, students, and alumni.</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 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> <hr/> <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> <hr/> <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>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 nationally and internationally through</p>	<p>ACADEMIC EXCELLENCE AND RESEARCH</p>
			<p>Goal 2: RU will garner recognition for signature academic programs in health sciences, healthcare & human services across the lifespan. <i>Strategy A1</i> <i>Strategy A2</i> <i>Strategy B1</i> <i>Strategy B2</i> <i>Strategy C1</i> <i>Strategy C2</i> <i>Strategy D1</i> <i>Strategy D2</i></p> <p>Goal 4: RU will increase faculty & student-faculty collaborative research, scholarship & creative activities that are externally validated through peer review & supported by grants. <i>Strategy B</i> <i>Strategy E</i></p>
			<p>BRAND IDENTITY</p>
			<p>Goal 1: RU will cultivate a fierce pride among internal constituents through a shared understanding and experience of the Highlander identity and values. <i>Strategy D</i></p>
			<p>STUDENT SUCCESS</p>

		<p>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</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</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,</p>

<p>community via partnerships and high impact practices by both faculty and students.</p>		<p>digital newsletter;</p> <p>B. Promote existing 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>healthcare & human services across the lifespan.</p> <p><i>Strategy A1</i> <i>Strategy A2</i> <i>Strategy B1</i> <i>Strategy B2</i> <i>Strategy C1</i> <i>Strategy C2</i> <i>Strategy D1</i> <i>Strategy D2</i></p> <p>Goal 4: RU will increase faculty & student-faculty collaborative research, scholarship & creative activities that are externally validated through peer review & supported by grants.</p> <p><i>Strategy B</i></p> <p>ECONOMIC DEVELOPMENT AND COMMUNITY PARTNERSHIPS</p> <p>Goal 1: RU will contribute to overall economic growth & increased employment opportunities in the region through both indirect and direct economic development activities in health...</p> <p><i>Strategy B3</i></p>
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