

DEANS' ANNUAL REPORTS  
MARCH 2015-MARCH 2016

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# COLLEGE OF BUSINESS AND ECONOMICS 2016

George S. Low  
Dean's Annual Report to the Faculty  
College of Business and Economics  
Radford University  
March 28, 2015 – March 25, 2016

## Goals for 2015-2016

1. Advocate for continuous improvement within the University.
  - a. Work with the Provost, Vice President for Finance, and the President to explore potential models for Responsibility Centered Management that would be beneficial to the College and entire University.
  - b. Lobby for streamlined administrative systems that are paperless and less cumbersome and more efficient.
  - c. Advocate for additional faculty and administrative staff positions to address needs within the College.
  - d. Actively participate in the next University strategic planning process.
2. Execute the comprehensive implementation plan for the College mission/strategy focusing on innovation and analytics by working with and on behalf of the faculty and departments in the following areas:
  - a. Consider curriculum revisions, new majors/programs, both undergraduate and graduate
  - b. Co-curricular programs, global partnerships and experiences, experiential learning, internships and career preparation, and stronger links to University High Impact Practices including honors, Scholar-Citizen, Learning Communities, and International Education.
  - c. Launch the first annual campus-wide Business Plan Competition, focusing in innovation and analytics.
  - d. Plan and implement an annual "Business Boot Camp" all-day event for all students focusing on career opportunities and preparation in Fall, 2015.
  - e. Align College budget allocations with strategic priorities in the implementation plan, with responsible committees and individuals, and performance metrics for ongoing tracking and assessment.
  - f. Submit a unified, bold, new initiative funding proposal to the University Administration and Board of Visitors summarizing this new implementation plan and requesting resources to facilitate its implementation.
3. Prepare for the next AACSB continuous improvement review by strengthening faculty research efforts, assessment and curriculum improvements, and more closely aligning the activities of the College with the Strategic Plan.
4. Continue the successful Executive-in-Residence program in the College as funds are available to do so.

5. Assist in the recruitment of more and higher quality MBA students. Help and support the MBA director in developing a strategy to strengthen and enhance the MBA Program.
6. Strengthen outreach and external relations efforts for the College in the following areas:
  - a. Alumni relations
  - b. Fundraising, case for need, work closely with new Advancement Vice President and our new College development officer. Begin work towards the goal of raising a \$10 million endowment for the College in four years to support student scholarships, faculty chairs and professorships, and innovative academic programs.
  - c. Business community and visibility
  - d. Lead a regular external relations (alumni relations and development) task force/coordinating council in COBE.
  - e. Spend at least one day per week in planning and implementing outreach activities, events, visits, and developing relationships with stakeholders and potential donors.
  - f. Plan and implement an expanded Homecoming/Family Weekend event for October, 2015.
  - g. Begin planning a comprehensive, integrated marketing communications and branding effort for the College.
  - h. Investigate new sources of revenue for the College and University, and propose innovative, entrepreneurial ideas to be implemented through a profit-sharing arrangement if approved by senior administration.

#### **Accomplishments Related to Responsibilities and Goals, March 28, 2015 – March 25, 2016**

- Began to invite all College faculty and staff members to lunch individually to get to know them personally and to listen to their concerns, ideas, suggestions, and goals for the future of the College.
- Led an effort, working with the College Leadership Team, to distribute more than \$56,000 in research grants to faculty. Allocated \$10,000 for course development grants for 2016.
- Launched a faculty research symposium in Fall 2015 to encourage faculty to share their research projects with each other.
- Initiated the funding and hiring of two temporary staff assistants for the two departmental administrative assistants in 2015-16 to alleviate the heavy workloads they face in assisting four departments and 47 full-time faculty.
- Led the planning and development of faculty meetings and lunches at the beginning of the Fall and at the conclusion of the Spring semesters to encourage faculty interaction and to recognize achievements.
- Supported the Management and Accounting departments in hiring two new tenure-track assistant professors to fill open positions. Supported the Economics Department in their ongoing search for a new tenure-track assistant professor position to fill their opening. Submitted funding requests to University administration for additional faculty positions.

- Encouraged the Accounting Department to develop and launch the Accounting Certificate, which is currently recruiting its first class for Fall 2016. Worked with University administration to consider a revenue sharing agreement which is currently in the 2016-2017 budget requests.
- Held monthly meetings with individual department chairs to support and assist departmental initiatives.
- Met with the COBE Leadership Team monthly and with the department chairs only monthly to support College, Department, and University initiatives and to work together to implement the strategic plan.
- Worked with the Strategic Management Committee to implement the comprehensive implementation plan based on the College's five-year strategic plan. This implementation plan includes the alignment of initiatives with the College's four strategic goals, some new, innovative initiatives for further development by the faculty, persons responsible for implementation of each initiative, metrics to measure improvement and success, and allocated financial resources (summary implementation grid attached).
- Assisted faculty in developing and launching the first BB&T Innovation Competition, a new business plan competition for students designed to encourage them to apply their business knowledge and to further develop their innovation and analytics skills. Forty-nine students participated in a very successful inaugural competition, which will become an annual tradition in COBE. Winning teams were recognized with awards and prize money provided by BB&T. This competition generated positive public relations outcomes for the College and much-needed media exposure.
- Led a faculty ad hoc committee on COBE marketing and branding. This committee has made its initial recommendations, which were presented to the faculty and forwarded to University Relations and FuseIdeas for implementation. \$33,000 in reallocated funds will be used for the launch of this campaign in Spring 2016.
- Launched a regular Dean's Diary email update to faculty and staff to more frequently communicate our progress and achievements as a College.
- Met monthly with the COBE Student Advisory Board (CSAB) to listen to student concerns and to coordinate all student organizations in the College.
- Initiated a monthly COBE Dean student forum and monthly open office hours to enable any COBE student to voice concerns and to ask questions.
- Meet with minority COBE students to determine whether we are providing a welcoming, supportive environment in which they can learn, grow, and feel respected.
- Taught a section of COBE 150 in Spring, 2016 focusing on career preparation and professionalism. Welcomed alumni and COBE Advisory Council members as guest speakers for the course.
- Secured \$12,000 in one-time funds to recruit the first COBE Fellows class, entering in Fall, 2016. Allocated funds to print marketing materials for the program and to begin the development of professional development programs for COBE Fellows. A 2016-2017 funding request was submitted to University administration for this program.
- Worked closely with the Office of International Education to develop MOUs for student exchanges with universities in France, Scotland, Spain, and other countries.

- Worked closely with the faculty and the COBE Leadership Team, and all standing COBE committees to review the Center for Innovation and Analytics proposal, to make improvements to it. Funding for this center to be launched in Fall 2016 was submitted to University administration for approval.
- Planned and held an undergraduate curriculum retreat on May 4, 2015 to explore improvements to the BBA program to include more innovation, analytics, and career preparation components. Sent two UCC faculty members to an AACSB conference on curriculum improvement. Supported and encouraged the UCC in their efforts to review the BBA core curriculum and to recommend improvements that will more closely align it with the COBE Strategic Plan and also the changing environment. Allocated \$10,000 for a special course development grant to generate ideas for a team-taught course on business innovation to be considered for the BBA core.
- Met with alumni throughout Virginia and beyond through personal visits and attendance at alumni events.
- Planned and held a new Homecoming reception and mini-lectures in October 2015 to strengthen relationships with alumni. This will become an annual tradition.
- Planned and held a COBE alumni, faculty, staff, and students night at the Radford baseball game vs. High Point on April 24, 2015. The purpose of the event was to bring the entire COBE family together for networking and celebrating our collective successes and promising future. More than 100 attended. A similar COBE baseball night is planned for April 8, 2016 with a planned attendance of 150.
- Worked closely with the College's Advancement Officer to target major gift donors, and submitted over 10 gift proposals to University Advancement for approval. Developed a plan to increase annual giving through an annual COBE appeal to be launched in March/April 2016, and proposed giving levels for the COBE Celtic Knot Society.
- Led efforts to improve relationships with businesses, civic organizations, and non-profit economic development offices in the New River Valley in order to improve the partnerships between Radford University and the community. Met with President Kyle to discuss improved coordination of business and community relations across the University.
- Represented Radford University as a member of the LEAD Virginia Class of 2015, meeting with civic, business, and other leaders in the seven major population centers in the Commonwealth.
- Represented Radford University at two meetings of the Virginia University-Based Economic Development Officers group (UBED).
- Developed a preliminary proposal that will be used to seek grant and foundation funding for a program in the Abingdon Higher Education Center linking entrepreneurship with economic development. This proposal will be further developed in 2016-2017.
- Engaged the COBE Advisory Council to focus on career preparation, fundraising, and student mentoring. Led the Advisory Council in passing a unanimous motion requiring all Council members to make an annual donation to the COBE. Planned an April 2016 Advisory Council meeting in Fairfax, Virginia. The Spring meeting will rotate to various locations throughout the Commonwealth.
- Met with the Vice President of the Virginia Economic Development Partnership to explore Radford's participation in the VITAL Program, linking students with companies who have

unrealized export potential. Led the successful signing of an MOU on behalf of Radford University.

- Attended the AACSB Deans' Conference in February, 2016, networking with deans from peer institutions and learning more about how other schools are transitioning to the new ACSB standards.
- Was appointed to the AACSB continuous improvement team that will visit University of North Georgia in January, 2017.
- Planned and held a COBE alumni lunch event on the Virginia Tech campus in April, 2015. Eight COBE alumni attended for the purpose of networking and feedback.
- Led the development of an MOU with ESP, an engineering and training company based in Chantilly, Virginia, that will give Radford office and classroom space in Northern Virginia that can be used for future COBE programs.
- Assisted the Director of the MBA Program and the GCC in developing a strategy to increase MBA enrollment. Secured \$100,000 in one-time funding for Spring 2016 to support MBA recruitment.
- Participated in a campus-wide committee to develop a program that will train faculty and staff in the area of suicide prevention on campus.
- Achieved recognition as one of the best MBA programs by the Princeton Review for 2015 and one of the best MBA programs for part-time students by U.S. News & World Report in 2016.
- Led an initiative to enhance professional development and career services for students, working with student leaders, Radford Career Services staff, COBE Advising Center staff, and COBE Dean's Advisory Council members. The goal is to achieve higher levels of job placement and starting salaries for graduating students. COBE collaborated with CSAT and CHBS to plan and implement the Career Conference in September, 2015. An inaugural Business Boot Camp is being planned for COBE students in January, 2017 in Fairfax, Virginia.
- Served as chair of the search committee to hire an Executive Director of Career Services. Initial interviews are being held now, with finalists to visit campus in April, 2016.
- Supported the COBE FPP Committee's efforts to revise the Faculty Policies and Procedures Manual.
- Recruited two high-profile speakers to visit campus for the BB&T Global Capitalism series—Brady Deaton, Chancellor Emeritus of the University of Missouri in Fall 2015, and Barry Duvall, President and CEO of the Virginia Chamber of Commerce in Spring 2016.
- Continued the successful Executive-in-Residence Program in the College, welcoming one visitor in Fall, 2015 (Amy Nisenson), with a second planned for April, 2016 (Darius Johnson).
- Served on the Radford Presidential Search Committee that concluded with the successful hiring of Brian Hemphill, currently president of West Virginia State University. Served on the Presidential Transition Committee. Encouraged the new president to explore an RCM budgeting model at Radford in the future.

## Goals for 2016-2017

1. Advocate for continuous improvement within the University and in the College.
  - a. Work with the new President and Provost to explore potential models for Responsibility Centered Management that would be beneficial to the College and entire University.
  - b. Lobby for streamlined administrative systems that are paperless and less cumbersome and more efficient.
  - c. Advocate for additional faculty and administrative staff positions to address needs within the College.
  - d. Actively participate in the next University strategic planning process.
  - e. Represent the College across campus by demonstrating our COBE values of professionalism, excellence, service, and collaboration.
2. Execute the comprehensive implementation plan for the College mission/strategy focusing on innovation and analytics by working with and on behalf of the faculty and departments in the following areas:
  - a. Support the faculty in the College with their teaching, research, and service responsibilities. Reach out to them, encourage them, recognize their accomplishments, and acknowledge their efforts.
  - b. Help the faculty by striving to develop a positive College culture of transparency, fairness, shared governance, assistance, and recognition that all ideas and contributions are valued.
  - c. Consider curriculum revisions, new majors/programs, both undergraduate and graduate.
  - d. Co-curricular programs, global partnerships and experiences, experiential learning, internships and career preparation, and stronger links to University High Impact Practices including honors, Scholar-Citizen, Learning Communities, and International Education.
  - e. Continue to offer an annual campus-wide Business Plan Competition, focusing on innovation and analytics.
  - f. Launch the Center for Innovation and Analytics.
  - g. Launch the COBE Fellows Program.
  - h. Plan and implement an annual “Business Boot Camp” two-day event for COBE students focusing on career opportunities and preparation in January, 2017.
  - i. Align College budget allocations with strategic priorities in the implementation plan, with responsible committees and individuals, and performance metrics for ongoing tracking and assessment.
  - j. Work closely with the University Administration and Board of Visitors to secure funding to implement the College Strategic Plan.
3. Prepare for the next AACSB continuous improvement review by strengthening faculty research efforts, assessment and curriculum improvements, and more closely aligning the activities of the College with the Strategic Plan.
  - a. Invite a dean or former dean who is experienced in AACSB continuous improvement reviews to visit the College in Fall 2016 and to give us a preliminary

opinion of how we are doing one year before our October 2017 official AACSB team visit.

4. Continue the successful Executive-in-Residence program in the College as funds are available to do so.
5. Assist in the recruitment of more and higher quality MBA students. Help and support the MBA director in developing a strategy to strengthen and enhance the MBA Program.
6. Strengthen outreach and external relations efforts for the College in the following areas:
  - a. Alumni relations
  - b. Fundraising, case for need, work closely with new Advancement Vice President and our College development officer. Begin work towards the goal of raising a \$10 million endowment for the College in four years to support student scholarships, faculty chairs and professorships, and innovative academic programs.
  - c. Get approval for the proposed COBE Celtic Knot Society and plan the inaugural Celtic Knot Society gala for members who achieve the required annual giving levels.
  - d. Business community and visibility
  - e. Lead a regular external relations (alumni relations and development) task force/coordinating council in COBE.
  - f. Spend at least one day per week in planning and implementing outreach activities, events, visits, and developing relationships with stakeholders and potential donors.
  - g. Plan and implement an event for Homecoming/Family Weekend event for October, 2016.
  - h. Implement a comprehensive, integrated marketing communications and branding effort for the College.
  - i. Investigate new sources of revenue for the College and University, and propose innovative, entrepreneurial ideas to be implemented through a profit-sharing arrangement if approved by senior administration.

## Alignment of Initiatives with Strategic Goals and Financial Implications

Initiative	Description	Goal 1 Active Learning	Goal 2 Analytics	Goal 3 Innovation	Goal 4 Invest in People	Responsible	Time Frame	Assessment	\$K 15- 16	Notes
<b>Executive-in-Residence Program</b>	Bring executives with experience in innovation and/or analytics to campus to interact with students and faculty.					Dean's office staff	Ongoing, two or more per year	Number of executives, number of students exposed	5	Reallocation of existing funds, foundation funds
<b>BB&amp;T Global Capitalism Speaker Series and Classes</b>	Speaker twice a year focusing on global capitalism and discussion of capitalism in classes.					Dean's office staff	Ongoing, twice a year	Number of attendees	20	BB&T Foundation funds
<b>Undergraduate Program</b>	Comprehensive review of undergraduate programs and curriculum to infuse innovation and analytics throughout.					UCC, leadership team	Spring 2015 – Spring 2017	Depends on recommendations	10	Course development grants in 2016
<b>MBA Program</b>	Develop strategic plan to increase enrollment.					GCC, leadership team	Spring 2016	Applications, enrollment	100	Aggressive recruitment campaign
<b>Business Plan Competition</b>	Campus-wide competition to give students an opportunity to practice innovation and analytics in a real-world active learning project.					Dean's Office, faculty director	Annual competition each Fall	Number of business plans presented, number of students participating	10	BB&T sponsorship
<b>COBE Fellows Program</b>	Cohort undergraduate program with a Learning Community option to attract and retain the very best students. Focus on innovation, analytics, and global business concepts in an integrated experience.					UCC, Advising Center Director, faculty director	First class in Fall 2016	Student retention, average starting salaries following graduation	20	Program development and recruitment, funding requested
<b>Fundraising</b>	Increase the COBE annual fund and endowment to support enhanced academic programs.					Dean, advancement staff	ongoing	COBE annual fund and major gifts received per year	10	Advancement travel and annual fund development

Initiative	Description	Goal 1 Active Learning	Goal 2 Analytics	Goal 3 Innovation	Goal 4 Invest in People	Responsible	Time Frame	Assessment	\$K 15- 16	Notes
<b>Branding and Marketing Strategy and Campaign</b>	Build the COBE brand through an integrated marketing communications campaign including traditional and digital marketing tools.					Dean, Assistant to the Dean, RU staff, COBE faculty ad hoc committee	2015-2016 plan and implement	Awareness levels, brand attitudes	33	Initial launch in Spring 2016, FuseIdeas and University Relations
<b>Center for Innovation and Analytics</b>	Establish a center to bring together analytics and innovation in a unique way to enhance critical thinking and to help our students and others make better business decisions.					Dean's Office, faculty. Center Director	2015 plan, launch in 2016 if funded	Number of people trained or affected by the center's activities or programs	0	Funding requested, awaiting decision of University Administration
<b>Investing in People, Infrastructure, and Community</b>	Faculty research grants					Leadership team, Dean's Office	ongoing	PRJ articles published, courses developed and launched, AACSB seminars and conferences attended	60	Eight grants awarded in 2016
<b>Development of New Graduate, Certificate, and Executive Education Programs</b>	Explore the feasibility of new graduate programs that will increase revenue for the College.					Dean's Office, GCC, departments, faculty	2015-2017	Net revenue generated	5	Accounting Certificate to be launched in Fall 2016, department funds
<b>Software and data resources</b>	Invest in data and software needed to support analytics emphasis and faculty research					Dean's Office, faculty committee	ongoing	Number of students and faculty certified in Advanced Excel, Bloomberg terminal, and using purchased data and software	35	Bloomberg terminal, Morningstar, Aceware
<b>COBE Holiday Social, Honors Dinners, Commencement, and other special events</b>	Special events to bring COBE faculty, staff, students, and other stakeholders together					Dean's Office	ongoing	Number of people attending the events, feedback about the events	15	
<b>Other ideas proposed by faculty</b>										

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## COLLEGE OF EDUCATION AND HUMAN DEVELOPMENT 2016



To: Faculty, staff and students of the College of Education and Human Development

From: Dr. Kenna M. Colley, Dean

Date: March 28, 2016

Subject: Dean's Report for July 1, 2015 to March 28, 2016

Please accept my attached Dean's report for the academic year 2015-2016. As you know, I began in the dean's position on July 1, 2015 with great excitement and enthusiasm in helping to lead our college, after being part of it for the past twenty years. In all honesty, the year has been so busy and I have learned so much, that it feels like it went from being July to the present, in no time at all. Time does fly when you are having fun!

I am privileged to lead a group of faculty and staff who are forward-thinking, ever-so-productive and who challenge the intellect of your disciplines, your students, and me. When I read and hear about other universities being "innovators in higher education", I realize that we have so many innovators right in here the College of Education and Human Development, yet our most difficult tasks can be getting the word out about our milestones and successes, and that we work in fields with many current societal challenges. Our outreach into our communities in a variety of settings and our partnerships out in the field make our work truly remarkable. Our disciplines require us to work in so many arenas, simultaneously. We do this so well. I am most appreciative of the care and concern you have when working with our students, while maintaining high standards. Our role is to shape and grow the students who arrive in our programs with varying academic pasts and different socioeconomic experiences and to guide them to not only graduation, but also to personal and professional growth.

When I presented the "Visioning for the Future of the College of Education and Human Development and Our Community" as a candidate for this position, I focused on my collaborative and servant leadership. I promised to work tirelessly and to advocate for the CEHD and all that it inhabits. My boundless energy and passion have allowed me to keep my promise to you and become your servant leader. I am helping to build other leaders within our college, including our students, I have "told our stories" through publicity and university relations. I have kept my promise to respect the foundations of the college by not moving too quickly down new avenues, yet I have garnered new resources and ideas. Most of all, please know that I come to work each day with our students as my top priority.

My goals for this year have been to:

1. Learn the position of the dean, alongside and with the mentorship of the other deans of the academic colleges, and the interim provost;
2. Promote the recruitment and retention of a diverse population of students and faculty within the college and university;
3. Build a culture of giving by working closely with alumni, donors, and our advancement office to assist with funding student scholarships, faculty and student research, and innovation within our college;
4. Work with the CEHD Leadership Team to promote continuous improvement, establish policies, practices and opportunities, along with creating a leadership culture that embraces problem-solving and innovation;
5. Seek out opportunities while learning from other national and state institutions of higher education so that we remain vibrant and cutting-edge.

My first eight months in this role has been exciting with never a dull moment. There have been some surprising elements and some challenging tasks, yet the vibrancy of our achievements spurs me to think broadly and to try to discover new pathways and possibilities for our college. I work hard alongside all of you hard-working individuals who are inspirational and impactful. I look forward to continuing to contribute to our collective success and our students' success. I want to thank each of you for your engagement and your generosity.

### **About the College of Education and Human Development**

We have 31 programs at the undergraduate and graduate levels in the college's six academic divisions The [School of Teacher Education and Leadership](#), the [Department of Health and Human Performance](#), the [Department of Recreation, Parks and Tourism](#), the [Department of Counselor Education](#), [Appalachian Studies](#), and [Peace Studies](#). We focus on developing responsive and engaged professionals who meet the real needs of people and communities. We are the second largest college at Radford University. Here is the enrollment from the fall of 2014. Note: the Bachelor's in Interdisciplinary Studies is where the majority of our teacher education programs reside.

<b>2014 Fall Enrollment - College of Education and Human Development</b>				
		<b>Enrolled</b>	<b>Gender</b>	
<b>Degree</b>	<b>Discipline</b>	<b>Students</b>	<b>Male</b>	<b>Female</b>
<b>Undergraduate</b>				
Bachelor's Degree	Athletic Training	135	66	69
Bachelor's Degree	Exercise, Sport, and Health Education	633	356	277
Bachelor's Degree	Interdisciplinary Studies	701	56	645
Bachelor's Degree	Nutrition and Dietetics	80	12	68
Bachelor's Degree	Recreation, Parks, and Tourism	199	73	126
<i>Undergraduate Total</i>		<i>1748</i>	<i>563</i>	<i>1185</i>
<b>Graduate</b>				
No Degree Sought (Graduate)	Licensure and Professional Certification	1	0	1
Post-Baccalaureate	Autism Studies Certificate	1	1	0

Certificate				
Post-Baccalaureate Certificate	Educational Technology Certificate	1	0	1
Post-Baccalaureate Certificate	Mathematics Education Certificate	7	1	6
Master's Degree	Counseling and Human Development	75	15	60
Master's Degree	Education	87	16	71
Master's Degree	Educational Leadership	68	33	35
Master's Degree	Literacy Education	11	1	10
Master's Degree	Special Education	44	7	37
<i>Graduate Total</i>		295	74	221
<i>Total</i>		2043	637	1406

***Please read and review my work and efforts from this past eight months:***

**Learn the position of the dean alongside and with the mentorship of the other deans of the academic colleges, and the interim provost;**

- I meet weekly as part of the Academic Affairs Leadership Team and/or Deans Council at Radford University. Academic Affairs includes the provost, deans and other crucial personnel, such as the Assistant Provost of Academic Programs, the dean of Admissions, the Retention Coordinator, etc. This is a place for discussion, problem-solving, collaboration and decision-making. Being that I worked as an executive intern with the previous provost during AY 14-15, I was able to join the group with both familiarity and knowledge. I have been able to work collaboratively with other deans as well as to advocate for our college's needs and positions. I was able to obtain a generous amount of ETF funding along with a generous amount of one-time funds that aided our academic programs. Some of this funding includes a new metabolic testing cart, a new "bod-pod" (body composition assessment system) and replacement computers for the TRC laptop carts.
- My voice was also critical in discussions with the Board of Visitors (BOV) and the presentation of our Cost Benefit Analysis for our programs within the CEHD. In presenting both our data and narratives, the Board of Visitors was impressed with our enrollments as well as our innovation in the programs that were presented. All programs will be presented to the BOV by the final meeting in May, 2016.
- My discussions with the Dean of Students office and the Deans Council regarding support for students and decisions on medical withdrawals and other student related issues has led to additional support for some of our at-risk students, as well as assisting other deans in understanding the complexities of disabilities and mental health issues.
- I have advocated for the continuous upkeep and renovation of Peters Hall as well as the great need for additional faculty and support staff during budget initiative

discussions. Improvements to Peters Hall will include carpeting, painting, new reception furniture and improved signage.

- If the budget is fully funded, I have secured several new positions for the CEHD for the 16-17 academic year. This includes a full-time receptionist for the Advising Center, as well as an Assistant to the Dean and two faculty positions. I have also been involved with the search for the new STEL Director, the new Director of Advising and the soon-to-be new Field Experience Coordinator, Assistant Director of Advising and Director of Assessment.

**Promote the recruitment and retention of a diverse population of students and faculty within the college and university;**

**Recruitment**

- Attended and presented at summer Quests 2015, fall Open Houses, Admissions events such as the Taubman Admitted Student event, along with working with the admissions office for recruitment ideas and activities.
- Worked with Human Resources, the Provost's office, and faculty/staff search teams in supporting searches that focus on a wide pool of applicants that enhances our diversity and college mission.
- Financed a visit to Radford University for 19 Roanoke area high school students in the Teach for Tomorrow program
- Member of the University Diversity and Equity Action Committee

**Retention**

- Worked with Recreation, Parks and Tourism in supporting their Wilderness Institute and Bahamas Institute in navigating through paperwork and policies in an attempt to streamline these events and curriculum that benefit our students in high impact practices.
- Encouraged student engagement by providing monetary support for undergraduate research efforts for Study Abroad and the Wilderness Institute; worked with the budget office to streamline financial support for these efforts.
- With Dr. Tammy Wallace, co-created Praxis Math Core classes and offered support for the Athletic Training program for the funding of practice tests for their students.
- Worked with the advancement and financial aid scholarship office to establish a more streamlined process for student access to scholarships.
- Created a lottery fund for student assistance in paying for the Praxis tests.

**Build a culture of giving by working closely with alumni, donors, and our advancement office to assist with funding student scholarships, faculty and student research and innovation within our college.**

Under the direction of the VP for Advancement, Ms. Melissa Wohlstein, we worked closely with Jocelyn Stephens and other staff in advancement to reignite previous relationships with donors and alumni and to begin creating new relationships. Steps thus far include:

- Hosting “Lunch and Learns” with alumni and donors to learn about the College of Education and Human Development (Roanoke, Richmond, Northern Virginia). These meetings allow me to spotlight all of our programs and high impact practices, as well as feature students and faculty.
- Meeting with alumni and donors while traveling for professional conferences (e.g. pairing my trip to the CAEP Accreditation conference in Washington, DC with a dinner with a scholarship donor).
- Meeting with alumni and donors who have steadily supported our college to provide them with up-to-date information and share our goals and vision for the college and departments. These have occurred through lunches/dinners and events, such as speaking at a regional Retired Teacher luncheon with Dr. Jennifer Jones Powell and Ms. Jocelyn Stephens and a trip to meet with the Verlander Foundation that sponsors teacher education scholarships in Lancaster County, Virginia.
- I attended the Women of Radford luncheon in the fall, as well as the Alumni Village under the Tent and the fall Partners in Excellence luncheon. These events are critical to remain connected with our generous donors and alumni.
- Show appreciation for donors by writing each a handwritten thank you note thanking them for their generosity. I have written over two hundred notes this year thus far.
- I meet regularly with Jocelyn and Chad Osborne to plan events and to work on publicizing the CEHD’s faculty, staff, students and events. We also began our first student philanthropy campaign to teach them about the culture of giving back along with visiting the phone calling bank to meet with the students who contact our alumni and donors.
- Finally, I was able to facilitate a strategic planning meeting with the Arts Society for the College of Visual and Performing Arts. This is an example of how the deans work together and assist each other for the benefit of the university and our students.
- For the academic year 2016-2017, we will develop and facilitate our first CEHD Advisory Council. The College of Education and Human Development is the only college who does not have an acting Advisory Council. The Council will assist with setting bylaws, working with the college on external relationships and events, and initiate activities that support CEHD students, faculty and programs, as well as contribute to our college.
- Traveled to Roanoke, Lancaster, Virginia Beach, Williamsburg, Richmond, Stuart and Northern Virginia to meet with donors, foundations and conduct alumni events.

- Worked with faculty and the advancement office to support faculty giving that directly benefitted the Donna Dunn Memorial Scholarship and the Olympic Weightlifting Certification program (assistance that went directly to students).

**Work with the CEHD Leadership Team to promote continuous improvement, establish policies, practices and opportunities, along with creating a leadership culture of exemplary, proactive problem-solving and innovation.**

- The CEHD Leadership Team (LT) is a strong unit that meets weekly for 1.5 to 2 hours. This weekly time together allows me to share updates from the AALT and university, host and facilitate discussions that lead to decision-making related to a variety of issues such as the development of a CEHD Advisory Board or the use of one-time funds as well as bring in many visitors from across campus for updates and to create relationships with these individuals or groups that directly benefit the CEHD. The LT is comprised of our chairs and directors (departmental, technology, advising, TRC, Assessment), as well as our Assistant Dean. Areas we continue to explore: inclusive excellence, issues related to diversity, student recruitment and retention, programmatic improvement and initiatives, budget innovation, and creating greater connections across the college, just to name a few.
- I meet with all academic chairs/directors weekly, as well as the Director of Assessment, the Director of Advising and the Assistant Dean and Director of Field Experiences. These meetings keep the communication flow constant so we can share information with faculty and staff on a continuous basis.
- This year, I started meeting with all of the CEHD Administrative Assistants over breakfast. So far, we have met three times, which has allowed us to get to know each other, discuss policies and procedures, brainstorm strategies and develop goals for greater efficiency, effectiveness, and communication.
- Piloted an online nomination process for CEHD Faculty and Staff Awards, with the assistance of Dr. Tammy Wallace and the CEHD Leadership Team.
- Worked with the CEHD Leadership Team to streamline the Student Awards Program.
- Co-presented with Chairs Nadine Hartig and Melissa Grim at the National Academic Chairpersons Conference in spring of 2016 on “Chairing and Caregiving”.

**Assessment, Accreditation, and SCHEV**

- I work with the Office of University Assessment on data management and reporting, along with the development of streamlining assessment measures
- I worked with Dr. Ebenezer Kolajo on planning for the August, 2015 Institutional Effectiveness Day for Radford University.
- I was one of three deans who attended the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) National Conference in December,

2015. This conference allowed me to learn about SACS Accreditation at both the university and college levels.

- I am helping to facilitate Standard 3.4.11 for the Radford University Fifth-Year Interim Report. This standard focuses on academic program coordination.
- I work closely with the CEHD Director of Assessment and Assistant Dean on weekly tasks related to accreditation reporting, data collection and management, and annual reports for federal and state agencies. The CEHD has a large number of accredited programs across all of its departments. When two of these programs were notified of falling behind accreditation expectations, I have worked with state agencies, Radford University administration and faculty on solid corrective action plans to assist with regaining our full accreditation status.
- I co-presented with Dr. Sharon Gilbert at the national Council for the Accreditation of Educator Preparation (CAEP) conference in the fall 2015 on video performance feedback in teacher education.
- I am in preparation, along with Dr. Tammy Wallace, Dr. Matt Dunleavy and faculty from teacher education programs to facilitate a focus group dinner with key PK-12 stakeholders (April, 2016) related to our accreditation standards and continuous improvement efforts.
- I continue to work with our SCHEV Liaison, Dr. Dennis Grady and key faculty, towards the achievement of state approval for our Ed.D. in Education program.

#### **Unexpected duties of the dean**

- There are aspects about this position that I did not completely anticipate, but they all have been a learning experience and I have navigated through the situations as they have arisen with careful thought and reflection along the way. We have had two untimely deaths of students in our college this academic year. I have worked to support students, faculty, and families during these tragic losses. Dealing with other critical issues such as sexual assault, illnesses and the passing of faculty and staff members and assisting personnel through uncertain futures has tested my abilities but also has helped me grow as a facilitator and supporter. I have also always had the benefit of a strong leadership team, faculty and staff to assist with dialogue and advice.
- I am working closely with facilities and the provost to space plan for our programs that have resided off campus or need to be relocated. Both my advocacy and diplomacy for our programs' needs has allowed me to be at the table for all phases of the planning and execution of our plans.

#### **Evaluation of faculty, staff including mentorship and continuous improvement**

- I reviewed the FARs and evaluation materials of all current faculty, including special purpose faculty and wrote reappointments and evaluation letters. We have the second largest faculty on campus.

- I completed all Administrative Professional faculty evaluations in CEHD (with assistance from Dr. Shoemaker) with the first portion of the process for the faculty who report to the dean.
- I completed the classified evaluations of those who report to me.
- I conducted thorough reviews and evaluations of dossiers and promotion materials for faculty (tenure and promotions), along with authoring their letters.
- I worked with Kathy Hobbs to collect and organize all evaluation/promotion materials to send to the provost's office.
- I met with faculty and staff throughout the year for mentoring, coaching, problem-solving and brainstorming. I feel my strengths lie in providing clear and constructive feedback in a supportive and professional manner, providing sensitive and thoughtful guidance and assisting faculty and staff with prioritizing tasks and responsibilities along with discussing options for time management and performance issues. I seek for our CEHD faculty to be engaged scholars and engaging teachers.
- As a dean, I am approachable and willing to meet to assist faculty and staff. I also need to learn about and get to know our programs in greater detail so that I can support faculty and staff appropriately.

**Management and assisting others with budgets, spending, reallocation, foundation funds, scholarships, grants**

- From July 1, 2015 through March 21, 2016 there were eleven external funded grant awards (not including submissions or internal awards) for a total of \$1,618,590. CEHD remains as the top producer of both external and internal grant awards.
- I was instrumental in assisting with support letters, brainstorming with faculty related to grant submissions, working with Sponsored Programs and Grant Management (SPGM) in grant submission and grant execution and working with external agencies on grant-related issues. As a top grantee on Radford University's campus, I have a strong working relationship with our office of SPGM as well as the Virginia Department of Education.
- I continually send faculty grant/ award ideas and proposals.
- I have worked with the office of Advancement on scholarships and the optimal use of our Foundation Funds, along with managing our research account.
- I facilitated the annual CEHD Research proposals with the help of our CEHD Leadership Team, with invitations to submit twice throughout the academic year. Approximately \$75,000 was awarded to CEHD faculty for their research.
- With the reduction of state funds and the student enrollment melt, strategic budgeting and becoming more and more entrepreneurial is important as a dean. I have attended workshops and webinars and read articles related to keeping our essential and innovative work going while searching for funding to enhance

student learning, maintain and enhance faculty productivity and allow our college to become a vital member of our university and larger community.

#### **Creating Connections Across the College:**

- August and January CEHD whole college meetings with a focus on making connections between people and departments, along with updates
- Coffee with dean; these have allowed me to connect and get to know faculty and staff in our college
- Donuts with the dean; a “stop-in” to complete a brief survey and “take a breath” together during winter exam week
- Established a private area for our housekeeping staff to eat lunch
- Met with most CEHD Student Clubs and Organizations to learn about their missions and solicit their support needs

#### **University Committee Membership and Community Outreach**

- Member of the Academic Policies and Procedures Committee
- Member of the Diversity and Equity Action Committee
- Member of the Academic Program Review Committee
- Chair of the Professional Education Committee
- Board member of Communities in Schools (external non-profit)
- Re-initiating involvement via the American Association of Colleges for Teacher Education (AACTE) in the Diversifying the Teacher Workforce Topical Action Group (TAG)
- Member of the McGlothlin Steering Committee
- Hosted and facilitated monthly Superintendent’s breakfasts in partnership with the Western Virginia Professional Education Consortium (WVPEC) and our Educational Leadership program. This monthly event allows us to connect with regional superintendent’s for discussion around critical issues while also allowing us to highlight our programs within the CEHD and at Radford University.

#### **Future plans and areas under development:**

- Knowing that there was going to be a change in Radford University leadership at both the president and provost levels, which will bring the development of a new strategic plan, I did not conduct strategic planning as a college during 2015-2016. The College of Education and Human Development will be participating in a robust process to develop a new strategic plan for both Radford University and our college.
- Inclusive Excellence: we have just started to scratch the surface in establishing a philosophy and a “way of life” in the CEHD to achieve inclusive excellence. Early activities have started with the CEHD Leadership Team. These include reading articles, engaging in facilitated discussions, watching a webinar and planning for an

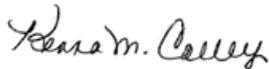
Inclusive Excellence Advisory Council that includes faculty, staff and students for the AY 2016-2017.

- Innovative Excellence: Innovation means different things to different people and programs. Through innovation incentives, I will work with faculty, staff and students to acquire innovation “buy-in” and establish paths for creativity, goal-setting and build our organizational skills to effectively executive new innovation within our college.

### **In Summary.....**

This year has been exciting and eventful. I love this new role and appreciate the support and efforts by everyone who assists me in not only steering our ship, but also forging new voyages. Please accept this report as an overview of my leadership versus a comprehensive document. I look forward to your feedback and input. As always, feel free to contact me or meet with me about questions or issues that arise.

With sincere gratitude,



Kenna M. Colley

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# COLLEGE OF GRADUATE STUDIES AND RESEARCH 2016

## Graduate College Annual Report 2015-16

Goals:

1. Increase the attention and resources targeted to recruiting graduate students.

In progress/ongoing. As has become standard policy, the Dean and Associate Dean sit down with each program coordinator and reviews plans for each program's graduate recruitment efforts. From these discussions, enrollment targets are discussed and recruitment resource needs are determined. From this exercise, approximately \$30,000 is allocated across programs for recruitment.

In an effort to reinvent the graduate recruitment program, personnel changes were initiated, new CRM software was purchased (CollegeNet's Prospect), new procedures were initiated in contacting potential applicants, new policies were adopted for non-degree seeking applicants and the budget for recruitment was refocused. While it is too early to tell if these changes will be effective, early indicators suggest that more applications are being processed by the Admissions staff.

2. Increase the professional development opportunities afforded to graduate students.

In progress/ongoing. This is the second year of providing support to graduate students to attend professional conferences and to give research presentations/performances. Up to now approximately 40 graduate students across many programs have taken advantage of this opportunity. Students have presented in international forums, national conferences and many state events.

For the second year, the College organized a Three Minute Thesis (3MT) competition that provides graduate students the opportunity to compete against each other in presenting their thesis or capstone research to a lay audience. The winner of the competition received a \$1000 award and a trip to Charlotte to compete at the Conference of Southern Graduate Schools against graduate students from across the southeast.

3. Develop new graduate programs responsive to the needs of the Commonwealth.

In progress/ongoing. During the academic year new programs were developed and some approved by SCHEV. Those approved were the MS in Data Analysis and Information Management (DAIM) and graduate certificates in Professional Writing, Psychiatric Mental Health Nurse Practitioner and Bioethics. Proposals in the queue are the Doctorate in Occupational Therapy (OTD), Doctorate in Education (EdD), MS in Biomedical and Forensic Sciences and the MS in Athletic Training. Discussions are underway for a few more programs primarily in the allied health family.

4. Improve the operation of Graduate College processes and procedures.

Ongoing. The Graduate College is a service unit to the University. Our mission is to facilitate the admission of students, ensure the timely progress through their programs'

curricula and confer degrees to successful students. Each year we survey graduates on their experiences with many dimensions of their programs' journeys including their assessment of Graduate College services. We probe five aspects of the Graduate College on a five point scale. In terms of the admissions process the graduates rated their experience as a 4.23, on interactions with staff members as a 4.11, on the usefulness of the website a 3.90, on being kept informed of dates and deadlines a 3.93 and in regard to their GA/GTA/GTF experience a 4.19. Each of these aspects was slightly higher than the previous year.

5. Establish an even more effective relationship with SCHEV.

Ongoing. During the spring of 2015, the Dean of the Graduate College was asked to assume the role of liaison with the State Council of Higher Education for Virginia. The staff of the Council had expressed confusion as to the plans and priorities of Radford University in regard to new program development, modifications to existing programs and funding priorities. Through a series of meetings and conferences which included the Interim Provost, the SCHEV staff are now clear on the University's priorities and plans for the near future.

6. Improve the process of reviewing protocols for human subjects and animal research.

In progress/ongoing. After a year of reviewing different research software vendors, the University entered into contract with InfoEd for new research compliance software. After a semester of testing, the software was rolled out in the spring semester. As of this date, the software is still under testing and early implementation. I hope to report next year how satisfied the faculty are with the new software since it is too early to have any impression at this point.

7. Refine the Academic Program Review Process

Completed. Beginning in the Summer 2014, a subcommittee of the APRC reviewed best practices from other universities on how they undertook academic program review. Through the Fall and Spring of the 2014-15 AY, the APRC reviewed changes to the former process and reached consensus on a modified approach that treated all programs (whether accredited or not) equally. During the Summer of 2015 the academic community was asked to review and comment on the new approach. After incorporating many of the faculties' suggestions, the APRC presented the revised process to the Faculty Senate in late Fall 2015 and it was eventually approved in early Spring 2016.

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## COLLEGE OF HUMANITIES AND BEHAVIORAL SCIENCES 2016

TO: Members of the Faculty, College of Humanities and Behavioral Sciences  
FR: Katherine Hawkins, Dean, College of Humanities and Behavioral Sciences  
DA: March 25, 2016  
RE: Progress Report on CHBS Dean's Goals for 2015-2017

I'm happy to share with you my progress report for my goals for 2015-2017. As you may recall, given Dr. Joe Scartelli will serve as Interim Provost and Vice President of Academic Affairs for the time period 2015-2017, we decided to articulate goals for that two-year time frame. Therefore, while progress has been made in respect to each goal, we are less than one half of the way through the implementation time frame.

### New CHBS Building

- \*Complete move to new CHBS Academic Building.
- \*Work toward a resolution of any issues remaining re/furniture, technology and equipment for new building.

I continue to work diligently with the college's leadership team and other key planners in completing the construction of the new building. At this point, we have finalized the floor plans and are deep into the purchase of furniture, equipment and technology for the new building. We continue to be on schedule and on budget for completion of the building in July of 2016 with move-in to begin immediately thereafter. It remains unclear how the move will be orchestrated, but we continue to be committed to a readiness to move by the week after May Commencement. Barring total catastrophe, we will be teaching classes in the new building in the fall semester of 2016.

### Academic Programming

- \*Continue to develop Communication Across the Curriculum (CAC) initiative.
- \*Continue to develop Interdisciplinary Studies in Liberal Arts (IDSL) Program/Degree Completer initiative.
- \*Continue to develop Prelaw/Mock Trial/Moot Court activities.
- \*Support development of Criminal Justice/Cybersecurity programming.

Dr. Chris Anson from NC State University has continued his relationship with our faculty as we further develop the CAC initiative. He will visit campus again in mid-April to work

with small groups of faculty to identify courses in their programs designed to “transition” students from developing foundational skill sets to writing in their disciplines.

Dr. Paul Thomas, Director of the IDSL program, and I traveled to Volvo in Dublin to begin a pilot program of degree completers from Volvo. Dr. Thomas continues to work with our contacts at Volvo to identify a small cohort of degree completers who will commit to completing their baccalaureate degrees at Radford. We once again made a pitch for a new initiative to hire an IDSL/Degree Completer advisor and are hopeful for a positive response to that request.

I continued to work with the Interdisciplinary Faculty Prelaw Committee to create a strategic plan for our prelaw initiative. We continue to offer both a Mock Trial and a Moot Court class for our students. I am working with Melissa Wohlstein, Vice President for Advancement, to identify sources of external funding to support our prelaw efforts. We have experienced some success in that regard and I am hopeful those efforts will continue to bear fruit. I also requested our CHBS Advisory Board create a Prelaw Committee to assist with our prelaw fundraising efforts. We now have such a committee and I look forward to working with them to build financial support for our prelaw students.

We submitted a proposal to the Commonwealth for support for a cybersecurity initiative that would involve the Criminal Justice (CRJU) Department and our colleagues from Informational Technology (IT) in the College of Science and Technology (CSAT). It is unclear at this time if any new funding will be made available for such an initiative. However, we are moving ahead with planning for cybersecurity emergency management training in the new building. The training would be offered by our CRJU faculty in partnership with CSAT’s IT faculty.

### Leadership Transitions

- \*Support new Department Chairs in Philosophy and Religious Studies, Psychology and Sociology.
- \*Support Interim Chair of Foreign Languages and Literatures and Interim Director of the School of Communication.
- \*Assist in searches for new Director for the School of Communication, new Psychology Doctorate Training Director in the Psychology Department, new Criminal Justice Research Professor.
- \*Hire new CHBS Assistant to the Dean.

I have very much enjoyed working with our new department chairs in Philosophy and Religious Studies (Carter Turner), Psychology (Jeff Aspelmeier) and Sociology (Beth Lyman). Frankly, they didn’t need very much help from me, as two of them had served

successfully as interim or acting chairs in the past and the third managed the steep learning curve with ease. All three have done exceptionally well as department chairs and have very quickly become high functioning members of the college's leadership team. I look forward to continuing to work with such outstanding colleagues.

I am grateful to the Interim Chair of the Foreign Languages and Literatures Department (Paul Witkowsky) and the Interim Director of the School of Communication (Matthew Turner) for their yeoman's work in rising to meet the challenges confronting their units, particularly in managing their instructional resources to meet student needs and in preparing their faculties for the move into the new building. They have both been wonderful colleagues and I'm confident those programs will benefit greatly from their leadership, even given they will only serve for a short time.

I am very thankful to the efforts of the search committees in the Departments of Psychology and Criminal Justice and also in the School of Communication, for the success of their searches. All three searches closed after hires of truly outstanding individuals in their respective positions. I look forward to welcoming our new colleagues in the fall semester.

By now, everyone knows RU alumna Ms. Kerie Benson, who is the new Assistant to the CHBS Dean. Kerie is simply amazing and I am incredibly thankful for her efforts on behalf of the college. She has served ably in the role of building coordinator, very quickly becoming an equal player at the table with our colleagues in Information Technology, Facilities, Procurement, Alumni Affairs and Advancement. That's impressive!

#### Alumni/Advancement

\*Continue to work with Office of the Vice President for Advancement to identify and secure foundation grants appropriate for CHBS mission.

\*Work with VP for Advancement to create CHBS "Statement for Need" and to establish/maintain donor relations.

\*Continue to work with the Office of Sponsored Programs to identify and secure other external grants appropriate for CHBS mission.

\*Continue to work with Office of Alumni Affairs to expand network of CHBS alumni in NOVA, Richmond/Tidewater, VA Beach, and Atlanta, and establish new "chapter" in Charlotte.

\*Continue to work with CHBS Advisory Board to be fully "staffed" at 35 active members.

\*Create CHBS Alumni Award and make first award at 2016 Homecoming.

I have very much enjoyed working with Melissa Wohlstein, Vice President for University Advancement, Brea MacBrien, Director of University Advancement, Robyn Porterfield, in Corporate Sponsorships, and Laura Turk, Director of Alumni Affairs in building our network of alumni, as well as in enhancing external funding in support of the college. This year, we secured a major gift in kind from a software development firm. I'm also very pleased to report we secured a major gift to fully endow a new CHBS Advisory Board Scholarship. Additional donations from the Advisory Board have increased the endowment dramatically. We will begin making awards from that scholarship this fall.

I worked with Melissa Wohlstein and Brea Macbrien to create a list of naming opportunities for the new building. The list has now been approved at the highest administrative levels and I'm happy to share with you that we have secured a \$10,000 gift for our first naming opportunity for the new building. Those funds will add to the CHBS Advisory Board Scholarship Fund.

I'm thankful to our colleagues in Sponsored Programs and Grants Management (SPGM) for their support in administering significant private gifts received from the King Foundation, as well as from the Jesse Ball duPont Foundation. We now have four different faculty members benefitting from grants from these two foundations. I am also thankful to SPGM for being such helpful and supportive partners in administering our \$700,000+ grant from the Commonwealth in support of the Governor's School, which is directed by Dr. Paul Thomas, Associate Professor of Religious Studies in CHBS.

I made multiple trips to NOVA, Richmond, Tidewater/VA Beach, Roanoke and Atlanta in support of the college, presenting at several "Lunch and Learn" events for Radford alumni, identifying potential new members for the CHBS Advisory Board, visiting with established and potential donors, and assisting in the university's recruiting efforts. I have not yet made it to Charlotte, but it's definitely on the list for next year.

I am pleased to report the CHBS Advisory Board is fully staffed at 35 active and enthusiastic members. At our annual board meeting, we named a new Board Chair, Pattie DeLoatche. Pattie has been a very dynamic chair, already creating four standing committees to conduct the work of the Board, including committees to support our prelaw efforts (see note above), to help with fund-raising and recruiting, and to serve as the selection committee for our first ever CHBS Alumni Awards. The Board approved the award criteria at our board meeting in October of 2015. The first ever CHBS Alumni Awards will be given at this fall's Homecoming/Family Weekend as we celebrate the opening of our new academic home.

#### International Travel

\*Only if funding and time permit.

Alas, my passport remains unstamped. First, there's been no time for extended travel. Second, I have no rationale for travel more compelling than those offered by members of our college faculty, who need the support for international travel more than I do.

That's the year in review. It remains my honor and pleasure to serve as the college dean. As I promised at our fall meeting in August of 2015, this is going to be the best year ever and so far, I have to say it's been pretty great! Onward and upward!

As always, please feel free to contact me with any questions about any of this information or with any ideas or concerns to share.

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## COLLEGE OF SCIENCE AND TECHNOLOGY 2016

### College of Science and Technology Annual Report for 2015 - 2016

The College of Science and Technology (CSAT) at Radford University (RU) was formed on July 1, 2007 by combining the Departments of Biology, Chemistry and Physics, Geology, and Mathematics and Statistics from the former College of Arts and Sciences and the Department of Information Technology from the former College of Information Science and Technology. On July 1, 2009, the Anthropology and Geography programs from the College of Humanities and Behavioral Science joined the Physics and Geology programs of the CSAT to form the School of Environmental and Physical Science (SEPS) in the CSAT. The Anthropology program was approved by SCHEV to become the Anthropological Sciences program on May 10, 2010. The Geography program was approved by SCHEV to become the Geospatial Science program on May 17, 2011. The faculty within the SEPS passed a motion to dissolve the SEPS with a director and to create departments with chairs on September 9, 2011. In a SEPS faculty meeting on November 11, 2011, Provost Minner announced that he had approved the proposal of the SEPS faculty members to form independent departments of Anthropological Sciences, Geology, Geospatial Science and Physics with individual department chairs as well as a laboratory coordinator position to serve the needs of the Anthropological Sciences, Geology, Geospatial Science and Physics Departments.

#### MISSION

The College of Science and Technology prepares students with skills and expertise essential to the Commonwealth and the nation. The College emphasizes the theory and applications of science, mathematics, and technology. The College develops students' creative and critical thinking skills and teaches students to analyze problems and implement solutions to a vast array of challenges in our local, national and global communities. Students will be prepared to bring creative and socially responsible innovations to the workplace and to society.

#### UNDERGRADUATE DEGREES AND CONCENTRATIONS IN 2015-16

- Anthropological Sciences - concentrations in General Anthropology, Field Archaeology and Forensic Anthropology
- Biology with concentrations in General Biology, Molecular Biology, Environmental Biology, Pre-health and Biology Medical Laboratory Sciences
- Chemistry with concentrations in Professional Chemist, Pre-health Professional, Biochemistry and Forensics as well as an Environmental Science option
- Computer Science and Technology with concentrations in Computer Science, Database, Software Engineering and Networks
- Geology with concentrations in General Geology, Engineering and Environmental Geosciences and Earth Sciences

- Geospatial Science with concentrations in Environmental and Geoinformatics
- Information Science and Systems with concentrations in Information Systems and Web Development
- Mathematics with concentrations in Applied Math, Statistics and Traditional Mathematics
- Physics with concentrations in Physics Education and Earth and Space Science

## GOALS AND ACCOMPLISHMENTS FOR 2015-2016

These goals are based on the roles and responsibilities of deans as described in section 4.1.3.1 on page 62 of the Radford University Teaching and Research Faculty Handbook.

- to lead the faculty and staff of the college in developing and delivering educational opportunities of the highest quality possible for students, consistent with the mission of the College,

Goal: Support efforts to enhance student recruitment and diversity through collaborations with the Radford University Office of Admissions and other partners

Status: Numerous efforts have been made in 2015-16 to enhance student recruitment as well as student diversity. Examples of collaborations with the Office of Admissions include traveling to Roanoke on February 28, 2016 and to Raleigh, North Carolina on March 20, 2016 to participate in Office of Admissions Spring Yield Events for admitted students and to make presentations to recruit students for the CSAT.

During the morning of February 27, 2016, Dr. Sara O'Brien, Dr. Stockton Maxwell, Dr. Jake Fox, Dr. Beth McClellan and I participated in the Radford University Scholars Day Program and met with the new CSAT students and their families who attended. During the afternoon of February 27, 2016, the CSAT department chairs, selected faculty and I participated in the annual CSAT Open House event where we welcomed nearly 200 guests to campus that included approximately 50 accepted students and approximately 150 of their family members to meet CSAT faculty and students and tour the Center for the Sciences and its facilities.

Other recruitment efforts made in collaboration with the Office of Admissions include writing letters to admitted students and confirmed students to welcome them to the CSAT. David Horton designed a special website at the following URL: <http://www.radford.edu/csatwelcome> which welcomes new students with information describing the enrichment opportunities they can experience as majors in the CSAT.

Ms. Susan Underwood and I worked closely with the Language and Culture Institute (LCI) through the summer of 2015 to prepare for the arrival of 15 international students sponsored by the Brazilian Science Mobility Project.

I met with Dr. Neil Sigmon, Dr. Wei-Chi Yang and Dr. Yong Xu in the Department of Mathematics and Statistics and Dr. Paul Carrant on November 9, 2015 to seek the advice of Dr. Yang and support the efforts of Dr. Xu and Dr. Carrant to recruit Chinese students to Radford through a proposed partnership with Fujen International Education of Shanghai, China. Dr. Jeff Pittges and I met with Dr. Yong Xu on March 18, 2016 to discuss the results of his admissions recruiting trip to China in January of 2016 with Dr. Paul Carrant. If Chinese students from this trip are recruited to Radford,

they will require carefully planned and coordinated support to succeed academically and socially as international students.

The CSAT Dean's Office also supported the recruitment efforts of Dr. Parv Sethi and the Department of Geology by paying for the lunches of five students and their instructor from Southwest Virginia Community College who visited Radford University on Friday, February 19, 2016 to tour the Geology Department and campus. Finally, Dr. Prem Uppuluri and the Department of Information Technology is working diligently to recruit Information Technology students through teaching ITEC 145 online to students in three Governor's Schools as well as Montgomery County Public Schools and Radford High School. I facilitated this effort by obtaining official agreements from the presidents of community colleges in the geographical regions of the Governor's Schools and high schools that Radford University could offer ITEC 145 and by contacting the Governor's Schools and school divisions to establish memoranda of agreement.

I also represented the CSAT as an invited VIP judge for the FIRST Chesapeake District Robotics Competition Southwest Virginia Event that was conducted at Blacksburg High School on Saturday and Sunday, March 12 and 13, 2016. I provided prospective science and technology students CSAT literature and talked to students who were interested in computer science as a major in college and career. This competition was a more than 20 hour time commitment over the weekend that involved judging the Team Attributes for 35 robotics teams from Virginia and Maryland.

In the area of supporting efforts to enhance diversity, I requested an appointment to the Diversity and Equity Action Committee as a member of the CSAT to more fully understand how the CSAT can attract and retain a more diverse population of faculty and students. I also attended a Diversity and Equity Workshop that was conducted in the evening on March 2, 2016 in the ARTIS Lab and sponsored by the ACM Club and Women in Computing Club. The CSAT Dean's Office budget also supported the Scholar-Citizen Initiative "Degrees of Inequality: Culture, Class and Gender in American Higher Education" that was presented by Dr. Ann Mullen on October 22, 2015 by providing \$500 towards the expenses for that event.

**Goal:** Support efforts to enhance student retention and diversity through collaborations with the Radford University Office of Student Retention and other partners

**Status:** I participated in an event planned by the Office of New Student Programs and the Office of Retention on January 25, 2016 where the new freshmen majors in the CSAT who made the Dean's List in fall 2015 were honored. This retention event is an effort to retain our high achieving students beyond their first year as Radford students and CSAT majors.

I met with Dr. Sara O'Brien, Dr. Tara Phelps-Durr and Dr. Kimberly Lane on September 11, 2015 to discuss opportunities for teaching with respect to diversity and fostering inclusion. I am very grateful for the efforts of Dr. Sara O'Brien, Dr. Tara Phelps-Durr and Dr. Kimberly Lane to establish a CSAT Student Development Series that is designed to support and retain our CSAT majors and other students. The first CSAT Student Development Series workshops were conducted on October 21 and 22, 2015, and they focused on the LARC and Successful Study Strategies. The spring 2016 CSAT Student Development Series workshops are planned for fieldwork in the natural sciences on March 28, developing a professional resume on April 4 and creating an e-portfolio on April 11. I facilitated inviting Dr. O'Brien and Dr. Phelps-Durr to the

December 9, 2015 meeting of the Academic Affairs Leadership Team where they proposed a "Chat and Chew" program that would encourage students to invite faculty to lunch and promote student engagement and retention.

On March 9, 2016, I attended a demonstration of the Starfish Advising Program to understand its potential for enhancing student academic engagement and retention. I invited Dr. Steve Lerch and Mike Dunn from the Office of Retention and the Office of New Student Programs to make a presentation to the CSAT Leadership Team on March 16, 2016 that described the current status

of retention at Radford University including the courses with higher rates of "DWF" grades. Many of these courses with high rates of "DWF" grades are in the CSAT curriculum.

I also supported retention by participating in a "Sit With Me" event in the ARTIS lab on September 17, 2015. This event was sponsored by the Women in Computing Club and Department of Information Technology and organized around the Red Chair program that supports women in computing.

I met with Dr. Sara O'Brien, Dr. Tara Phelps Durr and others on March 15 and 22 to serve as a resource person for discussion related to submitting a grant proposal for NSF program solicitation 16-544, Inclusion across the Nation of Communities of Learners of Underrepresented Discoverers in Engineering and Science (NSF INCLUDES). Submission of this grant proposal would serve many of the CSAT missions, including recruitment, retention, engagement and support of students in underrepresented populations in STEM majors and fields.

**Goal:** Support the development and enhancement of innovative instructional methods and learning opportunities as well as interdisciplinary efforts and programs

**Status:** Faculty members submitted research proposals during 2015-16 that were funded by grants to enhance the teaching, research and service missions of the CSAT. There were four CSAT Pedagogical Research projects funded for a total of \$32,042. These projects included the following.

Dr. Prem Uppuluri and Dr. Joe Chase, \$8,499, ARM: Attack Modules for Raising Cyber Security Awareness

Dr. Andrew Ray, Ms. Shawn Brenneman and Dr. Jeff Pittges \$7,520, Retaining Information Technology Students -RITS

Dr. Karen Powers, \$9,997, Understanding the Ecological Impacts of the Invasive Small Indian Moongoose on St. John, U.S. Virgin Islands: Diet Analysis Using Stable Isotopes

Dr. Jeremy Wojdak, \$6,026, Agent Based Modeling of Infectious Disease

There were two CSAT Pedagogical Initiatives and Innovations Grant proposals funded for a total of \$6,273. These projects included the following.

Dr. Cassady Urista and Dr. Jason Davis, \$1,150, Evolution! The Board Game

Dr. Arietta Fleming-Davies, \$5,123, BioMAPP: Biology Undergraduates Math Attitudes and Anxiety Program

CSAT Basic or Applied Research Grants were provided to Dr. Jason Davis, Dr. Tara Phelps- Durr, Dr. Sarah Redmond, Dr. Stockton Maxwell, Dr. Hwajung Lee, Dr. Rhett

Herman, Dr. Shawn Huston and Dr. Brett Taylor.

Funding from the CSAT Dean's Office budget was provided to many CSAT faculty members and departments to support their teaching, research and service missions . Dr. Sarah Redmond in the Biology Department was provided funds to support faculty student collaborative research. Funding from the CSAT Dean's Office budget was provided to Dr. Rick Roth in Geospatial Science and to Dr. Christine Small in Biology to support professional travel to Romania. Dr. Donna Boyd in the Forensic Science Institute was provided funding from the CSAT Dean's Office to pay tuition for her to enroll in a gross anatomy course at Georgetown Medical School. Funding from the CSAT Dean's Office budget was provided to Dr. Shawn Huston in the Department of Physics to pay for repair of research equipment and to the Department of Biology to pay for autoclave repairs. Dr. Tracy Lewis-Williams in the Department of Information Technology was provided CSAT Dean's Office funds to pay for a Kubi telepresence robot for instruction and to Dr. Prem Uppuluri in the Department of Information Technplogy to pay for external network support for instruction .

Dr. Rhett Herman in the Department of Physics received funding from the CSAT Dean's Office to pay for travel for planetarium equipment training, and the Department of Geospatial Science received Dean's Office funds to pay for travel for outreach and recruitment.

Funding from the CSAT Dean's Office budget was provided to the Department of Geology to pay for inventory software as well as equipment to support their Unmanned Aerial Vehicle Center. Dr. Steve Lenhart in the Department of Geology was provided Dean's Office funds to pay for travel to acquire a Museum of the Earth Sciences specimen.

Funding from the CSAT Dean's Office budget was provided to Dr. Laura Gross in the Department of Biology to pay for human anatomy lab expenses and to the Department of Chemistry to pay for a printer to support the Blue Ridge Highlands Regional Science Fair.

Funding from the CSAT Dean's Office budget was provided to Dr. Bob Sheehy in the Department of Biology to pay for supplies to create a leaf cutter ant exhibit in the Center for the Sciences and to Dr. Jason Davis in the Department of Biology to support purchase of a computer for RARE. The Department of Biology was also provided funds from the Dean's Office to support payment of JMP software expenses.

Funding from the CSAT Dean's Office budget was provided to Dr. Yong Xu in the Department of Mathematics and Statistics to support professional travel to present research.

**Goal:** Support graduate degree programs development and recruitment

**Status:** The M.S. degree in Data and Information Management proposal was approved by the State Council of Higher Education for Virginia (SCHEV) on May 7, 2015. This degree program is the first graduate degree awarded exclusively in the College of Science and Technology and the first graduate degree in Data and Information Management in the Commonwealth of Virginia. Graduate students are currently being enrolled to start the program in August 2016. David Horton in the CSAT Dean's Office has worked closely with Dr. Jeff Pittges to develop a series of advertisements to promote the DAIM program and recruit DAIM graduate students.

Dr. Donna Boyd has proposed an innovative M.S. in Biomedical and Forensic Science

degree program that would be the only forensic science graduate degree program in western Virginia. This interdisciplinary graduate degree program would provide students core courses in Forensic Science and elective courses in disciplines such as chemistry, biology and criminal justice. This

M.S. in Biomedical and Forensic Science degree proposal has been approved through the Office of the Provost level of administration.

**Goal:** Explore enhanced opportunities for student professional and personal development in collaboration with the Career Center and other appropriate units

**Status:** The CSAT participated in the Career Prep Conference on September 12, 2015 that was sponsored jointly by the CSAT, COBE, CHBS and Career Center, and the CSAT Dean's Office budget contributed \$1,000 towards the expenses of this event. My involvement included inviting Steven Harvey, Kiersten Newtoff, Dr. Brendan Fisher and Daniel Hansen for the Scientific Research and Geosciences panel. Dr. Jeff Pittges invited Rob Mancini, Tracy Fowle, Keith McCammon and Keith Perry to participate on the Information Technology and Cyber Security panel. I am currently working with the staff of the Career Center to plan the Career Prep Conference for fall 2016.

On February 18, 2016, Dr. Jeff Pittges and I met with Dean Low and Dr. Wil Stanton in the COBE to conduct a videoconference with Mr. Sean Hagarty at Bioventus in Research Triangle Park, N.C. to discuss an internship opportunity for a student in information technology or business. As a result of our meeting, Mr. Hagarty submitted an internship position ad to HireAHighlander.

The CSAT collaborated with the RU Career Center to host the second annual STEM Internship and Career Fair on Wednesday, February 24, 2016 in the Center for the Sciences. There were 173 students and 18 employers in this second attempt at a CSAT Internship and Career Fair resulting in a 104% increase in students and a 125% increase in employers compared to the First Annual STEM Career Fair in November of 2014.

**Goal:** Support department efforts to achieve accreditation and reaccreditation

**Status:** The Department of Information Technology submitted a self-study report to pursue reaccreditation of the computer science concentration and the information science and systems degree by the Accreditation Board of Engineering and Technology (ABET). This process resulted in a site visit team on campus from October 4-6, 2015. The report from the site visit team recommended continued accreditation for six years and indicated one weakness and one concern. The weakness was addressed with a curriculum revision, and the concern was explained as an incomplete understanding of our advising process on the part of the site visit team in the response from the Department of Information Technology to ABET that was submitted on February 29, 2016.

The Department of Chemistry continues its efforts to prepare an application for approval from the American Chemical Society (ACS). The department has hired all faculty and support staff needed to pursue ACS approval, and a high field 400 MHz nuclear magnetic resonance (NMR) has been installed in the Center for the Sciences in support of the ACS approval application. The Chemistry Department is concluding its curriculum revisions necessary to comply with ACS guidelines and anticipates applying for ACS approval in 2016-17.

**- to lead the College in procuring and managing fiscal, human, and physical resources necessary to accomplish these goals,**

**Goal:** Pursue acquiring resources including faculty and administrative support positions

**Status:** New faculty positions were approved for the Department of Chemistry as part of the Pathways to Excellence initiative. During the 2015-16 academic year, searches were successfully conducted to hire an organic chemist and a biochemist, and both of these new faculty members will be starting in August 2016. Successful searches were also conducted for an administrative assistant and an instrument technician for the Department of Chemistry during the summer and fall of 2015 to support the application for ACS approval.

A full-time temporary faculty position has been approved for the Department of Information Technology to hire a faculty member to support the DAIM degree program that will enroll students in August of 2016, and that search will be conducted during the spring and summer of 2016.

**Goal:** Pursue new relationships with corporate partners and continue to pursue gifts to the CSAT and its facilities and outreach efforts

**Status:** The CSAT has been very fortunate to receive generous gifts during 2015-16. Dr. Pat Artis and Mrs. Nancy Artis, '73 contributed \$20,000 to renovate space and create the ARTIS Lab Conference Room. The ARTIS Lab conference room has been used for industry representatives to recruit students as well as other functions, and it was dedicated at a luncheon and reception held in honor of Dr. Pat Artis and Mrs. Nancy Artis on September 23, 2015.

A very exciting gift to the Department of Information Technology was provided by Keith Perry, Chief Information Officer of Carilion Clinic. Mr. Perry and Carilion Clinic donated \$15,000 to renovate space and establish the Carilion Clinic Suite in the ARTIS Lab. This facility will enable Carilion Clinic information technology staff to visit the ARTIS Lab and conduct research with faculty and students as well as recruit our students for internships and employee positions.

Mr. Mark Hanna '84, Chemistry, provided the Department of Chemistry an extremely generous gift of a Periodic Coffee Table that will be displayed in the Main Street lobby of the Center for the Sciences. Mr. Hanna also drove a truck full of gift-in-kind lab equipment from Boston to Reed Hall where he delivered this gift of equipment and supplies valued at over \$30,000 to the Department of Chemistry.

A new partner to the CSAT this year is EQT Foundation who provided a \$25,000 gift to expand the Science Days Outreach Program including an energy display for the Center for the Sciences.

In collaboration with the Office of Advancement, I traveled to make presentations about the College of Science and Technology to alumni and college partners at four Lunch and Learn events that were conducted in McLean, Virginia on September 15, Virginia Beach on October 22, Richmond on October 23 and Roanoke on February 2. At the Lunch and Learn event in Richmond, Ms. Robyn Porterfield and I were informed that our proposal to Dominion Resources was funded for \$10,000 to support the Summer Bridge Program for 2016. The Lunch and Learn event in Roanoke resulted in meeting executives at Wells Fargo who visited campus on March 8, 2016 for a tour of the Center for the Sciences as well as a connection to a prospective partner at the

Center for Innovation and Development -Virginia, who conducted a conference call with us on February 26 and plans to visit campus this spring to tour our ARTIS Lab facilities.

The CSAT has been very fortunate to receive a \$350,000 challenge grant from the Mary Morton Parsons Foundation . The \$350,000 gift will be made if \$700,000 is raised by December 1, 2016, and \$200,000 of this goal has been raised as of March 24, 2016.

Through the efforts Robyn Porterfield, David Horton and me, we have been successful again during 2015-16 in obtaining very generous support from corporate partners and individuals to fund the Summer Bridge Program during July of 2016. The amount of gifts from donors during 2015-16 to support the Summer Bridge Program in July of 2016 currently totals \$74,000 with a proposal pending. The generous donors during 2015-16 include the Jessie Ball DuPont Fund, Dominion Resources, BAE, the Zoe Poole Foundation, ATK, Novozymes Biologicals, AREVA, Lynchburg Community Trust, and Ms. Dale Parris.

I provided welcome remarks to the inaugural meeting of the Applied Research Center (ARC) on February 5, 2016. The inaugural meeting of the ARC welcomed industry partners to campus including Mr. Keith Perry, CIO at Carilion Clinic, as well as prospective partners including Ryan Walters at Raytheon. Dr. Pat and Mrs. Nancy Artis from Performance Associates joined the ARC inaugural meeting with us via videoconference. Later that same day, Dr. Jeff Pittges and I joined Richard Alvarez, Danny Kemp and other Radford University staff to hear a presentation from Kent Warren at ManTech regarding a potential partnership with Radford University and the Information Technology Department.

I attend RBTC events such as the TechNite Awards and the RBTC Fall Gala to cultivate prospective donors for the CSAT and the ARTIS Lab. On October 8, 2015 I attended the RBTC Higher Ed Entre meeting to represent the CSAT and meet prospective partners in the region.

On February 25, 2016 Ms. Robyn Porterfield and I visited corporate executives at Hewlett- Packard in Herndon, Virginia to describe the Information Technology Department curriculum and explore internship opportunities for our CSAT students at HP. Dr. Jeff Pittges, Ms. Robyn Porterfield and I conducted a conference call with Mr. Jack Neal and his colleagues at the Center for Innovation and Development – Virginia to discuss a visit to the ARTIS Lab and potential internship opportunities for our CSAT students in the Northern Neck region of Virginia on Friday, February 26, 2016.

Ms. Robyn Porterfield and I met with four corporate executives from Wells Fargo Bank on March 8, 2016 to provide them a tour of the Center for the Sciences and describe possibilities for projects that Wells Fargo could fund in the CSAT.

**Goal:** Support the efforts of faculty members to achieve a goal of 26 external grant submissions and 13 external grant awards and explore enhancing the efficacy of obtaining grant funding

**Status:** From July 1, 2015 through March 21, 2016, 14 external grant proposals have been submitted by CSAT faculty members based on information provided by the Office of Sponsored Programs and Grants Management. These 14 external grant proposals represent funding requests of \$2,579,167. Four external grants have been awarded from July 1, 2015 through March 21, 2016 that represent \$132,843.

From July 1, 2014 through March 24, 2015, 17 external grant proposals were submitted by CSAT faculty members based on information provided by the Office of Sponsored Programs

and Grants Management. These 17 external grant proposals represented funding requests of \$2,880,964. Nine external grants were awarded from July 1, 2014 through March 24, 2015 that represented \$433,081. From July 1, 2013 through March 24, 2014, 17 external grant proposals have been submitted by CSAT faculty and staff based on information provided by the Office of Sponsored Programs and Grants Management. These 17 external grant submissions represent funding requests of \$3,913,708. From July 1, 2012 until March 28, 2013, there were 17 external grant proposals submitted worth \$2,378,744. Six external grants have been awarded from July 1, 2013 through March 24, 2014 that represented \$293,656 in funding. From July 1, 2013 until March 28, 2013, four external grants were awarded that represented \$107,346 in funding.

- to represent the college, its goals and needs to other external as well as internal constituencies, and

**Goal:** Communicate through the CSAT newsletter and alumni newsletter, CSAT website, CSAT Facebook page and by meeting with departments and faculty

**Status:** The CSAT newsletter *From the Dean's Desk* that is written and designed by David Horton continues to be successful in communicating news to CSAT faculty, staff and friends. David has expanded *From the Dean's Desk* from a four page newsletter to nearly a magazine that often exceeds fifteen pages and is content, graphic and photographic intensive. Editions of *From the Dean's Desk* are made possible by the faculty, staff and students of the CSAT who report their successes to David for inclusion in the newsletter. David has also enormously enhanced the CSAT Facebook page and website by very frequent updates that feature articles, videos, photographs and links to CSAT faculty and students activities. CSAT holiday greeting cards were mailed to donors who had made contributions to the CSAT in 2015.

During 2015-16 I met with several CSAT departments to discuss their enrollment trends as well as other department concerns. I also meet with faculty at their request and conduct an open door policy for hearing faculty concerns.

- to promote the overall excellence and welfare of the University

**Goal:** Support positive morale among faculty and staff across the CSAT by listening to faculty concerns and soliciting faculty input in decisions affecting the CSAT

**Status:** I frequently meet with CSAT faculty to discuss issues ranging from individuals with specific requests to concerns from departments during 2015-16. The meeting agendas range from requests for resources to concerns raised by students and parents to performance evaluation issues. During 2015-16 I have also advocated for faculty and staff on family medical leave issues at the Office of Human Resources. I also write many letters of support for many faculty members to assist in their applications for grant proposals and nominations for awards.

I consult the CSAT Leadership Team frequently to discuss issues affecting the CSAT faculty, staff and students, and I highly value and respect the input of the CSAT Leadership Team in arriving at decisions through collaborative leadership and shared governance.

**Goal:** Support efforts to engage alumni in the work of the CSAT

**Status:** The College of Science and Technology alumni events during the 2015-16 academic year included the annual meeting of the CSAT Alumni Advisory Council that

was conducted on October 16, 2015. We were honored to welcome a new member to the CSAT Advisory Council, Dr. Billy Myers, '86 Mathematics, who is a statistician at Procter and Gamble. An update was provided on events and activities within the college. We were also joined by Ms. Robyn Porterfield from the Office of Advancement. The meeting included a tour of the Center for the Sciences and concluded with presentations from CSAT students who are engaged in research with faculty.

**Goal:** Support efforts to enhance the academic reputation of the CSAT and Radford University

**Status:** The academic reputation of the CSAT and Radford University is enhanced by the achievements of the faculty and students of the CSAT. I am privileged to represent the CSAT and to share the achievements of the faculty, staff and students. On June 15, 2015, I represented the College of Science and Technology and Information Technology Department at the Joint Commission on Technology and Science (JCOTS) Cyber Security Advisory Committee meeting in Richmond. I was honored to be invited to represent Radford University at the Presidential Inauguration of Dr. Al Roberts at Southside Virginia Community College on October 30, 2015. I also participated in the Radford University MLK Day of Service on January 18 with four students by collecting food at the Kroger grocery store in Fairlawn.

A significant achievement for the CSAT and Radford University occurred on January 19, 2016 with the opening of the Center for the Sciences for instruction in the spring semester. The Center for the Sciences is a 113,671 square foot facility that represents a \$49,530,522 investment in science education and outreach by the Commonwealth of Virginia. The Center for the Sciences has enhanced the opportunities for CSAT faculty to perform our missions of teaching, research and service. Students are immersed in the laboratory culture of inquiry and gain the latest knowledge and techniques used in science disciplines in a nurturing, open, collaborative and challenging environment. Research is promoted and encouraged by its visibility through glass-walled laboratories, classrooms and meeting places that facilitates the theme of science on display.

The academic reputation of the CSAT and Radford University was enhanced by the CSAT faculty members and students who participated in the Virginia Science Festival that was conducted from September 26 through October 24, 2015 in the Moss Center at Virginia Tech. Specific presentations made by CSAT faculty and students included Human Anatomy by Dr. Laura Gruss, Cryptology by Dr. Neil Sigmon, ROACHZILLA by Erin Dudley, SNAKES by Dr. Matt Close, RARE by Dr. Jason Davis and Dr. Joy Caughron, Trees are Amazing by Dr. Stockton Maxwell and Dr. Andrew Foy, Arctic Blast! by Dr. Rhett Herman and Dr. Sara O'Brien and Forensic Anthropology by Dr. Cassady Urista.

The academic reputation of the CSAT is enhanced every time the CSAT faculty and students accomplish our teaching, research and service missions. Teaching successes include innovative pedagogical approaches such as flipping the classroom and innovative assessment strategies that inform our teaching effectiveness. Research successes include faculty members who mentor student research and supervise their research presentations at national conferences and meetings. Service and outreach successes include all the science, technology and mathematics education and outreach events that are possible

through the work of the CSAT faculty and staff. These events include but are not limited to Science Days sponsored by the Science Alliance of Geology, Physics, Chemistry, Biology and Anthropological Sciences. CSAT faculty members Brenda Hastings, Dr. Neil Sigmon and Dr. Francis Webster made presentations at the STEM Conference at the Southwest Virginia Higher Education Center in Abingdon on November 20, 2015. Field research trips to Barrow, Alaska where Dr. Rhett Herman conducts geophysics of arctic ice research with students and where Dr. Herman and Dr. Sara O'Brien conduct arctic migratory bird research with students enhance the academic reputation of the CSAT. These efforts also enhance the scientific reputation of Radford University as well as provide our students transformative learning opportunities as scientists. The research conducted by Dr. Jason Davis and Dr. Joy Caughron with students at the Las Piedras Biodiversity Station in Peru vastly enhanced the academic and scientific reputation of Radford University and the CSAT. The research on unmanned aerial vehicles and their applications to geohazards and geological research by Dr. Skip Watts and Mr. George Stephenson as well as the development of the Unmanned Aerial Center in the Department of Geology have enhanced the academic reputation of the Department of Geology and the CSAT. The reputation of the Department of Geospatial Science is enhanced by the international research of Dr. Grigory Joffe and "Geography Awareness Week" that was conducted from November 16-19, 2015, and the reputation of the Chemistry Department is enhanced by faculty members and students who participated in National Chemistry Week during October 19-23, 2015. The academic reputation of the Department of Mathematics and Statistics is enhanced by Dr. Wei-Chi Yang, who serves as Editor-in-Chief of the *Electronic Journal of Mathematics & Technology* and by Dr. Agida Manizade, who serves as the Editor-in-Chief of the *Virginia Mathematics Teacher*.

Other educational outreach events sponsored and supported by the CSAT faculty include the AMC 10/12 Mathematics Competition on Tuesday, February 2, 2016 that was coordinated by John McGee and Dr. Caleb Adams in the Department of Mathematics and Statistics. Another outreach and recruiting event for prospective students this spring was the Blue Ridge Highlands Regional Science Fair on March 4 and 5 that is co-directed by Dr. Christine Hermann and Dr. Kimberly Lane in the Department of Chemistry. CSAT faculty member Dr. Karen Powers, Dr. Jack Brockway, Dr. Neil Sigmon and Dr. Steve Fawthrop served as judges for the SuperMACC Tournament that was sponsored by the CSAT and conducted on Monday, March 21, 2016. Many CSAT faculty members are planning presentations for the Science Exploration Day outreach event on Saturday, April 23, 2016.

The academic reputation of the CSAT is also promoted to prospective students in grades 1-6 through Camp Invention that was conducted last summer during June 22-26, 2015. Summer Bridge Program enhances the academic reputation of the CSAT for high school girls. Summer Bridge Program was conducted from July 12-17, 2015, and the CSAT faculty members who taught courses in Summer Bridge Program were Dr. Rhett Herman and Ms. Brenda Hastings, Dr. Beth McClellan and Mr. George Stephenson, Dr. Georgia Hammond and Dr. Kimberly Lane, Dr. Hwajung Lee, Dr. Cliff Boyd and Dr. Donna Boyd and Dr. Sara O'Brien, Dr. Stockton Maxwell and Ms. Carrie Case.

Finally, Dr. Prem Uppuluri and thirteen members of the Radford University Cyber Defense Club enhanced the reputation of the Department of Information Technology and CSAT

when they qualified to attend the Mid-Atlantic Collegiate Cyber Defense Competition that will be conducted at Johns Hopkins University on March 31-April 3, 2016. This will be the fourth visit of the Radford University Cyber Defense Team to this competition in the past five years.

### **Professional Development for 2015-16**

I participated in online webinars to enhance my professional development during 2015-16. I also taught BIOL 310-07 during the fall semester of 2015 as my annual contribution to the teaching mission of Radford University.

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## COLLEGE OF VISUAL AND PERFORMING ARTS 2016

To: College of Visual and Performing Arts Faculty

From: Margaret Devaney, Dean  
College of Visual and Performing Arts

Date: March 26, 2016

Re: Annual Report

My tenure as dean has continued to be a whirlwind of activity and change, including challenging issues and exciting opportunities. Below is a summary of my activities and accomplishments as they relate to the responsibilities of this leadership position.

### **Networking**

I continue to develop and solidify relationships with multiple constituencies at Radford University. Though I work mostly with the Academic Affairs Leadership Team, my connections with Finance and Budget, Advancement, Facilities Management, Student Affairs, Enrollment Management, Institutional Research and University Relations are of major importance. Another year in this position has reinforced my belief that forging and maintaining meaningful relationships between all constituencies is critical to the efficient operation and health of the institution. I continue to devote major time and effort keeping the lines of communication open between the college and the numerous university arenas.

As important as it is to forge and maintain relationships within the institution, the same principle applies to the network of arts educators, administrators, advocates and professionals outside its “walls”. In discussion with our former Provost, I attended key conferences that would offer relevant programming for new deans in higher education as well as offer meaningful and appropriate networking opportunities. This past year I attended the following:

- *Virginia Network for Women in Higher Education annual state conference – May 2015*
- *Council of Arts Administrators – September 2015*
- *International Council for Fine Arts Deans – October 2015*
- *SACS Commission on Colleges Annual Meeting – December 2015*
- *Association of Performing Arts Presenters Annual Meeting – January 2016*
- *Strategic National Arts Alumni Project (SNAAP): Three Million Stories Conference – March 2016*

## Resource Allocation

The college leadership team discusses both college and discipline-specific goals and challenges. These discussions allow us to define priorities in relation to the college's personnel, programmatic and facility needs:

- Though the college acquired no new positions for this academic year, we have completed four successful searches for full-time tenure track positions in the Departments of Dance, Theatre and Music.
- Last year's acquisition of two new staff positions and three 1500 hour wage upgrades have stabilized operations within the college.
- After substantive discussion with the CVPA Leadership Team, six new initiatives were submitted to the Provost this past fall. In December the Academic Affairs Leadership Team worked with the Provost to prioritize new initiatives across academic affairs. As an advocate for our college, I communicated the vital importance of our initiatives to the Provost and my colleagues on the AALT. Final decisions on new initiative approvals are pending until accurate information becomes available regarding the state budget, tuition increases and new freshmen enrollment numbers for the 2016-17 academic year.
- This past year the Deans' Council worked with the Office of Budget and Financial Planning to seek strategies to manage Adjunct, Summer School, Wintermester and Augustmester Budgets more efficiently. I have worked closely with Ms. Connie Phillips, Director Academic Budgets and Administration, to gather data about our college's spending history for the areas listed above. Based on this data, I currently have a set annual Adjunct Budget as well as one for all teaching terms outside the regular academic year. This new model gives the Dean the more room to actually manage these budgets and responsibly allocate college resources.
- Over this evaluation period I have met several times with John Fox, Executive Director of the RU Foundation and Derek Neal, Controller RU Foundation, to review all CVPA foundation accounts. Where appropriate, some funds were deleted, merged and/or renamed to better reflect the conditions of establishment and true portfolio of college endowments and current use reserves.
- This year the RU Board of Visitors mandated a Cost/Benefit Analysis Report for all academic programs in hopes to better understand the academic affairs conglomerate. The Provost, Deans, Office of Budget Finance and Planning and Institutional Research worked together to create a template that would concisely report the requested information. Three CVPA department reports have successfully been presented to the Board and the remaining two reports will be submitted at the Board of Visitor's May meeting. This BOV request prompted our college to survey our alums for information related to employment, salary range and quality of life issues. This survey is a very effective vehicle in which to connect with alums and provide us with valuable data concerning employment for the arts educated. The college will continue to send these surveys on a regular cycle as the information gathered is invaluable in our efforts to demonstrate the link between our academic programs and job connectivity.

## **CVPA Facilities**

- Working with Michael Biscotte, Director of Facilities Planning and Construction, and William White, Architect, to reconfigure space in Porterfield East to better serve the Department of Art's academic mission.
- Working with Jorge Coartney, Director of Facilities Management, Michael Biscotte, Director of Facilities Planning and Construction, and William White, Architect, to repurpose space in Porterfield West that will be available as a result of the pending migration to the new CHBS building.
- Working with the Provost, Facilities Management and appropriate university offices to coordinate relocation of Dean's Office Suite from its temporary location in Whitt Hall which is scheduled for renovation June 2016.
- In coordination with the CVPA Leadership Team, creating a comprehensive college space assessment and needs report.

## **Promotion & Publicity**

- Met with Leslie King, CVPA Information Officer, on a regular basis throughout the year to monitor the implementation of the newly developed PR strategic plan to improve visibility for the college and increase awareness for our many events. As per the plan, the college is:
  - Networking with local media sources;
  - Making advance press kits available to the media in a timely manner;
  - Creating print and online advertising for target audiences;
  - Reviewing social media for audience interaction and trends.
- Developed with Ms. King a more robust publicity strategy to promote the two University Performance Series events: Flamenca Fire and the Polish Baltic Philharmonic Orchestra.

## **Accreditation**

- Member of the RU delegation attending the SACSCOC 2015 Annual meeting in Houston, TX December 5-8, 2015.
- Member of the campus-wide Steering Committee for the 5<sup>th</sup> -Year Interim Report for SACSCOC. Responsible for writing the Compliance Report for F4 4.4.
- The deans continue to meet regularly with Dr. Ebenezer Kolajo, Assistant Provost for Academic Assessment, to discuss assessment issues related to SACS as well as to plan the next *Institutional Effectiveness Day* fall 2016. This is part of a greater effort to integrate formalized assessment practice into our campus culture to ensure quality program development. Travelled with the Chairs of Art and Design Departments to the National Headquarters of the NASAD in Reston, VA. Met with Karen Moynahan, Executive Director, and staff. Identified and focused on specific issues and established a strategy to complete accreditation process and acquire membership by fall 2016.

## **Fundraising**

- Working with Melissa Wohlstein, VP for University Advancement, her staff and the Arts Society Focus Group to re-define the Arts Society's role in terms of fundraising, membership, alumni outreach and event planning.
- Working on strategies to better align the college's fundraising efforts with those of the university's overall development structure.
- Jointly with the University Advancement Office, created "giving pages" which target specific events and projects the college would like to highlight.
- Completed the contractual procedures for this year's University Performance Series events, *Flamenco Fire* and *The Polish Baltic Philharmonic Orchestra* with Mr. Andrew Grossman, Columbia Artists Management, Inc. (CAMI). Arts Society receptions preceding these events are central to our fundraising efforts.
- Organized with Brea MacBrien, Associate Director for University Advancement, a travel plan to meet with CVPA alumni in various venues across the state.
- Worked with Advancement Office, CVPA Chairs and RU Museum Director to coordinate college fund raising events including *Give Your Heart to Art*, *Fashion Fete* and *Curtain Up*.
- Created a "Dean's Spring Letter" to be distributed to CVPA alums, friends and major donors as part of the College Annual Fund initiative. Also worked with Crystal Hubbard, Assistant Director of Annual Giving, on the Student Annual Giving project.

## **Retention & Recruitment**

- Clarifying current scholarship allocation methods is an ongoing task for the dean and CVPA leadership team. I continue to communicate with the Financial Aid Office, the RU Foundation and the Office of Admissions to ensure more efficient and streamlined scholarship procedures.
- Sending a "Dean's Letter" that will be distributed to all prospective students accepted to our college for the 2016-17 academic year.
- This past year Academic Affairs and Student Affairs have worked together to formally identify and structure four Living-Learning Communities on campus in an effort to engage and retain students. The CVPA Living-Learning Community, housed in Trinkle Hall, starts fall 2016. We are all coordinating our individual efforts to promote this opportunity to incoming freshmen and ensure a successful and productive first year.
- Currently working on a partnership with NOVA Loudoun Campus to identify CVPA programs that could possibly serve as degree completer programs for community college students. Dr. Cline, Department of Design Chair, began this dialogue with several community colleges in the DC area last semester. Dr. Cline and I met with Dr. Leidig, Provost of NOVA Loudoun Campus, in mid-March to discuss strategies to launch a pilot program in Design Management that would be taught on the Loudoun campus and available to community college graduates throughout the area.

- As a member of the Governor's School Advisory Committee, continued to work throughout the year with the Interim Provost, Sponsored Programs, Budget and Finance Office, Conference Services, and the VA Department of Education to re-structure and improve the Governor's School "model". This reorganization includes important changes in process and personnel and positively impacts the participants' experience.
- Worked with the Director of the School of Dance and Theatre and Interim Provost to bring the Virginia State Thespian Conference (VSTC) to our campus in January 2016. No university fees were charged to this external organization. VSTC was hosted by the Department of Theatre and attracted over 600 high school students from the state of Virginia.

### **International**

- Strongly supported Dr. Robert Trent's proposal for a Maymester Study Abroad in Brazil. The exchange between RU and four Brazilian universities took place May 2015. Plans are in motion to use video documentation of this trip to promote international exchange and future college study abroad opportunities.
- The RU Museum Director, RU Foundation Director and I worked closely with Mr. John Bowles, founder of the Selu Conservancy, to host the Pardhan Gond artists' visit to campus September 2015.
- Strongly supported Dr. Wayne Gallops RU Wind Symphony Performance Tour as part of the *American Celebration of Music in Ireland*. In concert with the International Education Center, Advancement Office, Budget and Finance Office and the Department of Music, we identified funding sources as well as clarified the policies and procedures to smoothly "orchestrate" this exceptional opportunity for over 40 RU music majors. This one of its kind international performance tour for RU took place over spring break and was a huge success.
- Strongly supporting Dr. Halide Salam's Maymester 2016 Study Abroad in Ireland. This collaborative study abroad program includes faculty and students from the Departments of Art and Criminal Justice.

### **Visibility**

- Created the CVPA Dean's Arts Advocacy Initiative to promote community outreach and service coupled with scholarly research.
- Working on a comprehensive plan to partner with community colleges in the DC area and thus establish a Radford University presence in this highly populated and vital region.
- Presented four workshops at the New River Valley Community College Career Day, March 2016. Met with high school students from Montgomery, Giles, Pulaski and Floyd counties to identify the numerous and varied career possibilities in the arts and design fields as well as discuss the skills acquired and developed as student learners in these fields.

## **Committee Memberships**

Deans' Council  
Academic Policies and Procedures  
University Academic Program Review Committee  
Governor School Advisory Committee  
Commencement Committee  
Homecoming Planning Committee  
Institutional Effectiveness Day Planning Committee  
Career PREP Committee  
CVPA Leadership Team  
College Research Award Committee  
Planning Committee for the Gond Exhibition and Celebration

## **2016-17 Goals**

*Occupy a proactive and supportive position in the forefront of Radford University's transition to new leadership.*

*Continue to develop a CVPA Space Utilization Plan to drive a design and construction process that will result in physical facilities that truly support a robust and engaged arts education community*

*Create college-specific strategies to recruit and retain students, paying special attention to the new student profile which defines those who are seeking admission to our institution.*

*Increase CVPA's presence, engagement and visibility on campus, in the region and beyond*

*Encourage and expand international activities within our college that align with Radford University's internationalization strategies.*

I acknowledge and applaud the CVPA faculty and staff for your ability to remain nimble as we creatively field all the challenges and possibilities we face. CVPA consistently stays the course and keeps the student as the number one priority. I am honored to serve the college in the capacity of Dean and sincerely thank you for your support, good will, and counsel.

Respectfully submitted,



Margaret T. Devaney

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# WALDRON COLLEGE OF HEALTH AND HUMAN SERVICES 2016

## Dean's Annual Report Waldron College of Health and Human Services 2015-2016 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 26, 2015, I shared some of my goals with you for the upcoming academic year. These have been my major goals for the 2015-2016 academic year.

1. Continue to support scholarship and research in the College.
2. Continue to support diversity and equity issues in the College.
3. Finish revising the College Strategic Plan.
4. Continue to support interprofessional education.
5. Develop new academic programs.
6. 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. 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, 2016, we have already submitted 19 grants in the College, which is consonant with our goals for this year. The Dean's Office has been helping to facilitate research by meeting with faculty and helping them develop proposals. In line with the objectives above, I have also supported research activities financially from Dean's Office funding. One such proposal that is being supported is an interprofessional continuing education experience through the Department of Physical Therapy. Dr. Shala Cunningham participated in the *Center for Medical Simulation: Compressive Instructor Workshop*. Another proposal I have funded through the Dean's Office has been in the School of Nursing, where Dr. Euna Lee is hosting the *2<sup>nd</sup> Annual Transcultural Practice Event*. Finally, another collaboration supported by the WCHHS was attendance at a continuing educational conference, the 13<sup>th</sup> Annual Clinical Psychopharmacological Institute, for Dr. Vicki Bierman. 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. This year, Dr. Corey Cassidy and her students reorganized the formatting of the presentation of the faculty work and scholarship. Twenty faculty and 12 students (32 total) were featured on the wall, and their work represented 32 peer-reviewed

articles and presentations.

Another avenue for supporting the WCHHS research and scholarship was the third Waldron Interprofessional Researchers Engaging in Dialogue (Let's get W.I.R.E.D) event that was held on September 28, 2015. This event hosted 12 of our colleagues from all of our five disciplines. The event had a series of five-minute "speed" interviews that allowed for faculty to talk with their peers from their own and other disciplines in the College. This 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 2<sup>nd</sup> Annual Waldron College of Health and Human Services Interprofessional Symposium & Expo (IPS&E) held on April 14, 2015. The purpose of this event was 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 44 clinical affiliates, plus WCHHS-based student and faculty-based tables, including student groups, international initiatives, and service/community programs. We had 86 presentations from faculty and students in the WCHHS, several of which were peer-reviewed. Dr. Matt Dunleavy, Interim Director of Academic Affairs, was our keynote speaker.

We are continuing with the 3rd Annual WCHHS IPS&E this year to be held on April 12, 2016. This year the committee decided that the submissions would continue to undergo a rigorous peer-review process. We have 75 poster

presentations and podium sessions scheduled, and we have over 40 programs scheduled for the Expo.

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 has made these initiatives possible. In preparation for the 3rd Annual Symposium & Expo, we provided some college funds to help support part of the project that will be spotlighted at this year's symposium. This year the committee working with the annual Interprofessional Education and Practice Symposium will be presenting their work over the past 5 years.

Speaking of that committee, this year our highly talented group of faculty spearheaded our fifth annual Interprofessional Education and Practice Symposium. It was a huge success again, and because of the extremely important nature of the concept of inter-professional education, I encouraged the faculty committee to continue their efforts. More than 160 undergraduate and graduate students and over 30 faculty moderators participated in the Fall Interdisciplinary Symposium held on November 6, 2015. I supported the committee's work and again suggested they apply for a QEP grant. I would like to commend the committee for all of their hard work (thanks to Drs. Sheila Krajnik, Corey Cassidy, Kerry Vandergrift, Renee Huth, Kate Brennan and Mrs. Rebecca Epperly). Special thanks to Mrs. Epperly and Dr. Cassidy for co-chairing the committee this year.

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

Three 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 developed the Waldron College Character Campaign, entitled *Who are WE? Fostering Character Among Health and Human Services Professionals*. The Campaign's 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.

This new program included a college-wide, year-long Equity in Character Campaign with the 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 stats, etc.), and what each of us has to offer. The Committee encouraged faculty, staff, and students to participate in organized Brown Bags, book clubs, and service projects within the college, across campus, and throughout the community that address the themes. We have also planned a poster competition, in which 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 goal was for everyone in our college to be more aware of their own differences, similarities, and strengths within and between our disciplines. I would like to thank the committee for their hard work (Drs. Corey Cassidy, Alice King Ingham, Karen Davis, Rebecca Scheckler, Deneen Evens, Megan Hebdon, Diane Millar and Ms. Teresa Whitt).

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

September:

**“Beliefs are not a barrier”**

(Addressing issues related to and equity among faith/religion/spirituality)

Round table discussion (i.e. Brown Bag) based on current events:

*What place does religion have within our professions?*

September 29, 2015; 12:00-1:00 p.m. in Waldron 354

October:

**Healthcare and access to services for the LGBT communities**

Panel discussion presented by professionals with experience working with the LGBTQ population:

· *“How do WE prepare to work effectively with the LGBTQ community?”*

October 15, 2015; 2:00-3:30 p.m. in Hurlburt 249/250

November:

**Disabilities and Health-Related Problems Associated with Cultural Stigma**

Waldron College IP Education & Practice Symposium:

· Case study focusing on a male veteran with a traumatic brain injury

November 6, 2015; 8:00 a.m.-12:00 p.m. in lower level of Heth Hall

February:

**Gender Equity**

Viewing of Disney movie (TBD)

Round table discussion immediately following video viewing

· *“Say it isn’t so! Gender stereotyping & inequality in Disney movies.”*

February 23, 2016; 2:00 p.m.-3:00 p.m. in Waldron 225

March:

**Diversity among Cultures in Healthcare and Human Services**

Book club discussion: “The Spirit Catches You and You Fall Down” by Anne Fadiman. March 17, 2016; 12:00 p.m.-1:00 p.m. in Waldron 354

April:

**Interprofessional Collaboration Among the Professionals**

3rd Annual Waldron College Interprofessional Symposium & Expo; Poster Competition award ceremony

April 12, 2016; 8:00 a.m.-5:00 p.m. in lower level of Heth Hall  
Culmination and presentation of the Who are WE? Poster Competition winner

## **Finish College Strategic Plan Revision**

Two and a half years ago I tasked the associate dean with spearheading the process of revising the WCHHS strategic plan. A committee was formed and they met over the summer of 2013, to develop a plan to involve faculty and staff in the initial creation of the new mission and vision statements. At the all-college meeting in August 2013, we had several activities and gathered feedback related to the statements from the faculty and staff. In October 2013, the committee met, reviewed the feedback, and created drafts of both the mission and vision statements. The associate dean met with each of the unit's faculty during spring 2014, to share those drafts and to request feedback from the faculty and staff. The committee continued to collect feedback and had subsequent meetings. A draft of the final plan was submitted to me in fall 2015.

The WCHHS vision statement and mission statement were revised and presented at the all-college meeting in August 2014. Here is the draft of the final plan that was approved by the WCHHS Leadership Team in March 2016.

Waldron College of Health and Human Services Strategic  
Plan  
Working Draft: February 2016

### **Vision Statement:**

The Waldron College of Health and Human Services is a community of clinician-scholars preparing competent, compassionate professionals to meet the needs of southwest Virginia and beyond.

### **Mission Statement:**

It is the mission of the WCHHS to

- Facilitate and recognize excellence of students, faculty, and staff.
- Provide a supportive environment while integrating innovative, evidence based and active teaching strategies.
- Incorporate the use of state-of-the-art technologies in both didactic and clinical work.

- Promote interprofessional collaboration among the faculty, staff, and students in teaching, scholarship, and service.
- Foster culturally competent care within a diverse and global society.
- Facilitate health promotion and wellness in the community.

<b>Goals:</b>	<b>Core Values:</b>	<b>Strategic Directives:</b>
Facilitate and recognize excellence of students, faculty and staff	<ul style="list-style-type: none"> <li>• Outstanding and innovative instruction, advising and mentoring of students</li> </ul>	<ul style="list-style-type: none"> <li>• Recognize a distinguished WCHHS faculty member and staff member each year;</li> <li>• Recognize distinguished WCHHS faculty member within each unit each year within the following categories: research contribution, classroom teaching, clinical supervision, advising and/or mentoring of students, and university service;</li> <li>• Display examples of faculty, staff, and student achievements in all WCHHS physical sites, on the WCHHS website, and via social media sites;</li> <li>• Share examples of student and alumni activities and achievements through an annual digital newsletter;</li> <li>• Provide funding and/or other resources to facilitate excellence in scholarship, service, and professional development.</li> </ul>

<p>Provide a supportive environment while integrating innovative evidence-based and active teaching strategies</p>	<ul style="list-style-type: none"> <li>• Critical thinking and creative problem-solving</li> <li>• Effective communication</li> <li>• Use of models of best practice</li> </ul>	<ul style="list-style-type: none"> <li>• Support faculty and student research that targets evidence-based teaching strategies with funding and mentorship;</li> <li>• Support faculty endeavors, including training, that enhance active teaching strategies and practices;</li> <li>• Investigate short-term and long-term solutions for additional classroom, clinical, and office space;</li> <li>• Collaborate with the Dean of Students to develop a WCHHS Code of Conduct;</li> <li>• Facilitate professional accreditation activities in each unit.</li> </ul>
<p>Incorporate the use of state-of-the-art technologies in both didactic and clinical work</p>	<ul style="list-style-type: none"> <li>• Technical literacy</li> <li>• Use of models of best practice</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure that WCHHS has a representative on the RU IT Committee;</li> <li>• Support faculty and student use of technologies for classroom and clinic, by providing training and funding opportunities;</li> <li>• Seek Quality Matters certification for all online courses;</li> <li>• Ensure IT support with technologies and on-going support needs;</li> <li>• Utilize simulation technologies to enhance student learning.</li> </ul>

<p>Promote interprofessional collaboration among the faculty, staff and students in teaching, scholarship and service</p>	<ul style="list-style-type: none"> <li>• Awareness of and respect for all professional roles and responsibilities</li> <li>• Social harmony</li> <li>• Improved outcomes that result from interprofessional collaboration</li> </ul>	<ul style="list-style-type: none"> <li>• Host an annual WCHHS Interprofessional Education &amp; Practice Symposium to provide opportunities for faculty and students from all disciplines to work together in teams;</li> <li>• Host an annual WCHHS Interprofessional Symposium &amp; Expo to provide opportunities for faculty and students to share accomplishments in areas of pedagogy, scholarship, and service;</li> <li>• Develop an interprofessional certificate and/or degree program in gerontology;</li> <li>• Develop an interprofessional certificate and/or degree program in early intervention;</li> <li>• Develop interprofessional coursework in cultural competence and ethics in health services;</li> <li>• Utilize interprofessional simulation technologies and real practice experiences to enhance teaching and learning outcomes.</li> <li>• Support interprofessional educational initiatives for faculty and students.</li> </ul>
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<p>Foster culturally competent care within a diverse and global society</p>	<ul style="list-style-type: none"> <li>• Respect of all cultures, races, religions, genders and gender identification, and roles</li> <li>• Equitable and ethical behavior toward all groups and individuals</li> <li>• Full participation</li> <li>• Human rights</li> </ul>	<ul style="list-style-type: none"> <li>• Encourage faculty, staff, and student participation in the WCHHS Equity Committee events;</li> <li>• Provide faculty, staff, and students with opportunities to engage in open dialogue regarding issues and events related to diversity, equity, and full participation;</li> <li>• Implement a college-wide annual Equity in Character Campaign to increase faculty, staff, and student awareness of issues related to diversity, equity, and full participation in the healthcare and human services arena;</li> <li>• Recruit and retain diverse faculty, staff, and students;</li> <li>• Initiate learning experiences and opportunities by engaging diverse groups among students, faculty, campus, and communities;</li> <li>• Collaborate with diverse communities nationally and internationally.</li> </ul>
<p>Facilitate health promotion and wellness in the community</p>	<ul style="list-style-type: none"> <li>• Public stewardship</li> <li>• Altruism</li> </ul>	<ul style="list-style-type: none"> <li>• 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;</li> <li>• Promote existing campus resources for service learning opportunities through publication on the WCHHS website and social media sites;</li> <li>• Support student service learning opportunities with funding and additional resources;</li> <li>• Promote and support health promotion and wellness initiative in the community via free clinics, health fairs, etc.</li> </ul>

## **Develop New Academic Programs**

Developing new programs was another one of my major goals for this year. The doctorate in occupational therapy (OTD) was approved by the RU Board of Visitors in February 2016. The SCHEV proposal for the OTD has been completed and is schedule to be submitted to SCHEV the last week in March. In addition, the Psychiatric Mental Health Nursing concentration in the DNP program had to be submitted to SCHEV for approval. That concentration is moving forward and should be approved this spring.

Continued conversations with the department chairs and school directors have led to several new programs being put forward over the past 4 years. Ideas have been submitted to the state, as well as the RU Board of Visitors. 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.

The RU administration and the Board of Visitors (BOV) continue to be very supportive of the WCHHS. During November 2015, meeting in Richmond, the Interim Provost asked me to present to RU Board of Visitors on Cost/Benefit Analysis for the BSN program in the School of Nursing. The presentation went well, culminating in an understanding of the challenges of any expansion of the nursing programs. I was also asked to present to the February 2016, BOV meeting on the Cost/Benefit Analysis of the School of Social Work's BSW and MSW programs. Dr. Diane Hodge accompanied me to the meeting. The presentation went well and the BOV has a clearer understanding of the School of Social Work. I will be presenting on the Cost/Benefit Analysis for the remainder of the WCHHS programs during the May 2016, BOV meeting.

The School of Nursing continues to expand the RN-BSN program. Two new faculty members were hired in tenure-track positions last year, and Dr. Katie Katz continues to do an outstanding job in recruiting students and leading the efforts

on that domain. We are ahead of schedule for student enrollment in our second year of a three-year phase in plan.

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

The WCHHS has a long-standing history of being collaborative and has worked with several organizations, institutions, community entities, and practices due to the clinical nature of our disciplines. We partnered with Jefferson College of Health Sciences (JCHS) and Carilion VT Medical School to develop a joint anatomy laboratory on the 8<sup>th</sup> floor of Carilion Community Hospital in Roanoke. The Virginia Intercollegiate Anatomy Laboratory (VIAL) construction was completed in summer 2015, and our DPT class was the first to have anatomy taught there this summer. This state-of-the-art lab has provided opportunity for our students in PT to gain hands-on anatomy instruction, and facilitated collaboration between faculty at the three institutions. Dr. Kristen Jagger is spearheading the involvement of the PT program in this regard. We have a completed lease agreement with JCHS and VTC, and a Memorandum of Agreement with the partners in the VIAL for the shared facility.

In December 2015, Dr. Tony Ramsey, Robyn Porterfield and I met with Mr. Todd Putney, Vice President for Medical Facilities of America (MFA) in Roanoke, VA. The meeting was productive and we were able to explore possible collaboration between MFA and the School of Nursing. In November 2015, Dr. Kristen Jagger, Ms. Porterfield and Ms. Melissa Wohlstein met with the MFA executives to further cultivate our relationship with the Physical therapy program.

Our college units continue to cultivate 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.

### **Sub goals for the year**

During my fourth academic year as dean I have been able to carve out time for “coffee with Ken.” This year I provided an incentive of a Starbucks gift card given away in a drawing for those who participated. Dr. Katie Katz won the card in the fall semester. However, this semester only a few faculty have met with me for coffee. Others have met with our associate dean. I continue to welcome other ideas about how we can facilitate meetings with faculty in the College.

In April 2015, the Commission on Accreditation in Physical Therapy Education (CAPTE) granted our PT program continued accreditation. The School of Social Work will submit their interim report next month to the Council on Social Work Education (CSWE). In February 2016, the Department of Communication Sciences and Disorders submitted their self-study report to the Council on Academic Accreditation (CAA) of the American Speech-Language-Hearing Association (ASHA), with the site visit for reaccreditation scheduled for October 2016. The School of Nursing is preparing their self-study for the Doctor of Nursing Practice (DNP) program to be reaccredited by the Commission of Collegiate Nursing Education (CCNE) to be submitted this spring.

The DPT, BSN, MSW and BSW programs were the only programs in the queue to be reviewed under the newly revised Academic Program Review process at Radford University this year. The programs spent countless hours preparing those documents for review. My review was submitted to the Committee in March.

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.

We've had continued challenges in the College filling critical open positions. I have provided additional financial support to the units for recruiting faculty. 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 were also able to obtain funding for a temporary staff hire in PT, a temporary staff hire in the School of Nursing, and a temporary staff hire in the WCHHS dean's office. 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.

On Thursday March 31, 2016, the Department of Physical Therapy will be hosting a celebration event for alumni, faculty, staff, donors and friends of the program. President Kyle will be our keynote speaker. We are expecting over 50 guests, and we are working with University Advancement to raise money for an endowed scholarship in PT.

I've continued to work with University Advancement and Alumni Relations (Robyn Porterfield, Melissa Wohlstein and Jocelyn Stevens) 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. I met with and hosted a lunch for the executives from Medical Facilities of America (MFA) at the DPT program in Roanoke. I facilitated a meeting with MFA executives at their headquarters in Roanoke with Dr. Tony Ramsey to discuss the possibility for partnerships with the School of Nursing. I am hosting a "Lunch and Learn" event in Roanoke in April 2016, to cultivate relationship and engage with donors and alumni.

We revised the Waldron College Ambassadors Program this year. Now students have to apply to be an ambassador. 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. I would like to thank Ms. Loretta Estes and Dr. Corey Cassidy for leading the revision efforts.

Community outreach continues to be a strength of our College. In addition to the multiple department level outreach events, we've been asked to participate in the first annual Inclusion Day for the Radford City School System at McHarg Elementary School on April 5, 2016. This event will be focusing on kids with disabilities (seen and unseen) and promoting awareness and acceptance in the schools. Over 35 of our students will be participating in activities, including one of Ms. Laura Mear's graduate Occupational Therapy classes.

This year we are going to publish our first student achievement newsletter called the *Waldron Word*. This has been a year-long project initiated by our office and created by graduate students in COSD and SOWK. The goal of the newsletter is to highlight student achievement, events and news from the Waldron College each semester. Once approval is obtained from University Relations, the newsletter will be shared via email, the WCHHS website and social media.

### **Other Activities**

- Guest lecture in Dr. Wil Kolb's DPT class on Servant Leadership
- 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 opening remarks at the Inaugural Transcultural Lecture Series for Dr. Euna Lee
- Attended the OT Pinning Ceremony
- Met with candidates for the Director of International Education Position
- 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
- Supported an application for faculty sabbatical
- Provided reports for the RU Board of Visitor meetings
- Continue to see audiology patients as part of my Carlot grant
- Assisted with facilitating agency contracts
- Evaluated chairs, directors, associate dean, assistants to the dean and College staff
- Continued to oversee medical records management from RU Family Health Clinics closure
- Served as reference for faculty
- 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
- Met with the School of Nursing Advisory Council (NAC)
- Supported appointing a new 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 Noel-Levitz meetings on student retention
- Attended the RU Diversity and Equity Reception in the Covington Center
- Met with Dean of Students and personnel from Student Affairs
- Worked with University Relations to develop a college newsletter
- Led regular WCHHS Leadership Team meetings
- Approved the WCHHS summer school budget
- Hired a temporary staff member for fall 2015 and spring 2016 in the WCHHS Dean's office
- Hired graduate students for the fall 2015 in the WCHHS Dean's office
- Attended a presentation on Starfish (retention software by Hobson's)
- Met with University Advancement personnel and donors
- Met with Dr. Ebenezer Kolajo regarding SACS accreditation
- Attended the holiday reception at President Kyle's house
- Met with the Rector of the RU BOV and presented at BOV meetings
- Attended presentation on new student affairs software
- Met with Vice Provost to discuss international program offerings
- Met with Vice Provost candidates for High Impact Practices
- Met with the Homecoming planning committee in University Advancement
- Met with representatives from the RU Foundation
- Attended Institutional Effectiveness Day, August 20, 2015
- Attended branding and marketing event at RU

- Attended joint meetings between the President's Cabinet and the Dean's Council
- Prepared reports and analysis on differential tuition adjustments and met with administration to review
- Attended Faculty Senate meetings
- Attended the ribbon cutting ceremony for the Virginia Intercollegiate Anatomy Laboratory (VIAL) in Roanoke
- Attended diversity training events
- Met with Dr. Susan VanPatten to discuss Digital Measures
- Met with representatives from Censeo Consultants
- Co-authored a peer-review article on monitoring head impacts in sports
- Met with candidates for the Director of Career Services position
- Met with representatives from the College of Science and Technology about collaborating on a Healthcare Analytics initiative
- Met with faculty members to discuss the Research in the Amazon project
- Met with Vice Provost for High Impact Practices to discuss the RU Makers Space
- Worked with Academic Affairs personnel on State Authorization initiatives
- Co-authored and co-presented a poster at the CAB-V international interprofessional education conference
- Met with IT representatives to discuss technology training opportunities
- Attended the Three-Minute Thesis competition
- Completed mandatory CEU's to maintain licensure and certification
- Met with President-Elect Dr. Brian Hemphill
- Attended the second annual scholarship luncheon for new students
- Attended the "Dean's List" reception
- Provided opening remarks at the "Creating a Culture of Interprofessional Education & Practice" conference
- Attended SACS training for the Fifth Year Interim Report

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 over a light gray rectangular background.

Ken Cox

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