

Dean's Annual Report  
Waldron College of Health and Human Services  
2013-2014 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 21, 2013, I shared some of my goals with you for the upcoming academic year. I had also shared those goals with our Provost, Dr. Sam Minner earlier that month. These were my major goals for the 2013-2014 academic year.

1. Continue to support scholarship and research in the College.
2. Continue to support diversity and equity issues in the College.
3. Re-visit 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. Accreditation and reaccreditation for programs in our College.
2. Support School of Nursing goal of 60% of faculty doctorally prepared.
3. Recruit faculty for open positions in the College.
4. Continue to support alumni involvement with the College.
5. Continue to review journal articles in my field.

6. 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 were four main objectives that I focused on this year 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 facilitate an event to showcase research and scholarship in the College.

As of March 25, 2014, we have already submitted 29 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 a study through the School of Nursing by Dr. Euna Lee entitled *Seamless Transition Through Nurse Practitioner Led Interdisciplinary Team Care and Rehabilitation through Education, Assessment, Treatment and Evaluation (CREATE)*. Another study I have funded through the Dean's Office has been in the Department of Physical Therapy, where Dr. Adrian Aron is studying sleep apnea with his doctoral students in a project entitled *The Impact of Sleep Apnea on Cardiac Patients: a 2-year Follow-up*.

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. Seventeen faculty and 10 students were featured on the wall, and their work represented 4 peer-reviewed articles, 27 presentations and 2 book chapters.

Another avenue for supporting the WCHHS research and scholarship was the first Waldron Interprofessional Researchers Engaging in Dialogue (Let's get W.I.R.E.D) event that was held on October 7, 2013. This event hosted 16 of our colleagues from four 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 this year has been the planning for the 1<sup>st</sup> Annual Waldron College of Health and Human Services Interprofessional Symposium & Expo to be held April 17, 2014. The purpose of this event is to develop relationships among faculty and students in the WCHHS programs in the areas of research and scholarship. The meeting objectives are to showcase research and scholarly work of the WCHHS faculty and students, encourage faculty to incorporate interprofessional scholarship in their course objectives and promote interprofessional scholarship and service in the WCHHS and across the University. The Expo will have 15 WCHHS-based student and faculty-based tables, including student groups, international initiatives, and service/community programs. We have over 100 submissions from faculty and students and I look forward to an excellent event.

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. I would also like to thank Provost Sam Minner who provided \$10,000 to the WCHHS. In preparation for the Symposium & Expo, I decided to use that money to fund the first WCHHS Interprofessional Scholarship Research Award. The recipients of the award (Drs. Virginia Weisz and Diane Hodge – and their 4 students) will be the spotlight presenters at the event.

This year, our highly talented group of faculty spearheaded our third annual interdisciplinary 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 170 undergraduate and graduate students participated in the Fall Interdisciplinary Symposium held on October 18, 2013. I supported the committee's work and again suggested they apply for a QEP grant. The symposium was so successful that the committee had a presentation accepted to the VT CIDER Conference on Pedagogy. They presented their data in February 2014. Additionally, according to Sheila Krajnik who has been leading our efforts, we have been invited to collaborate with the Jefferson College of Health Sciences on a future symposium.

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

Last year I laid the groundwork for faculty in the College to be leaders at RU in diversity and equity issues on campus. Following last year's formation of the WCHHS Equity Committee, I supported the work of the committee to formulate a series of Brown Bag Sessions to provide an opportunity for faculty, staff and students in the WCHHS to participate in diversity and equity issues at RU. The six-part Equity Brown Bag series consisted of topics ranging from religion and spirituality to gender differences (see list below). Each session was recorded and is available to our faculty through a link to the server. Thanks to Dr. Rebecca Scheckler for facilitating the use of technology, allowing participants

from Roanoke campus to be involved. Also, I would like to thank the committee for their hard work (Drs. Corey Cassidy, Sarah Gilbert, Alice King Ingham, Gini Weisz, Lynne Bryant, Rebecca Scheckler, Deneen Evens, Renee Huth and Ms. Teresa Whitt).

The following is a summary of the Brown Bags Presentations:

Overview of diversity at RU:

September 12, 2013

- Presentation by Ms. Crasha Perkins, Director of the Center for Diversity and Inclusion and Ms. Brooke Chang, Director of Diversity and Equity

"Hidden Disabilities Among Our Students, Faculty, and Staff":

October 10, 2013

- Presentation/moderation by Ms. Courtney Bell, Disabilities Resource Office (and student representatives)

Communication Gaps:

November 14, 2013

- Presentation/moderation by Dr. Lisa Baker-Webster, Associate Professor in the Department of Communications

Spirituality & Faith-Based Traditions:

February 27, 2014 (rescheduled)

- Moderator: Carter Turner, Ph.D.; Associate Professor of Religious Studies

"Below the Surface":

March 20, 2014

- Moderated by a panel of Equity Committee members including Jenene Lewis (representing staff); Loretta Estes (representing A&P faculty/staff); Alice King Ingham (representing special purpose/TT faculty).

"Let's Put It Out There: Real Talk about Diversity":

April 10, 2014

- Moderated by Dr. Lynne Bryant.

## **Re-visit College Strategic Plan**

Last year 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 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 January and February 2014, to share those drafts and to request feedback from the faculty and staff. The committee continues to collect feedback and will have subsequent meetings in March and April 2014. At the fall 2014 all-college meeting, additional activities will take place to determine objectives and action items for the final plan. The goal is to have a final plan ready by April 2015.

### **Develop New Academic Programs**

Developing new programs was another one of my major goals for this year. The doctorate in occupational therapy (OTD) is currently under development, and we are searching for a tenure track faculty member to support the new program. Continued conversations with the department chairs and school directors have led to several programs being put forward. These ideas were submitted to the state as "decision packages" during the fall 2013. 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.

During November and December 2013, the Provost asked me to provide him with areas of distinction at the undergraduate level as a result of a request by the RU Board of Visitors. Dr. Minner asked me to provide a framework for doubling the size of the RU School of Nursing in Roanoke. I was successful in helping him realize that because of clinical placements and other issues, doubling the enrollment of the nursing program in Roanoke would not be advantageous for the School, College or RU. Instead, I worked with Dr. Tony Ramsey on a proposal to double the enrollment in the RN-BSN program. As a result, the RU Board of Visitors resolved in the last meeting to provide funding for the program. The

School of Nursing will receive funding for 3 new tenure-track positions and recruitment money phased in over the next 3 years.

### **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. Provost Sam Minner, Dr. Ed Swanson and I 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 state-of-the-art lab will provide opportunity for our students in PT to gain hands-on anatomy instruction, and facilitate collaboration between faculty at the three institutions.

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

During my second academic year as dean I have been able to carve out time for "coffee with Ken." However, only a few faculty have met with me during this time. Others have met with our associate dean. I welcome ideas about how we can facilitate meetings with faculty in the College.

On October 16-18, 2013, the Commission on Collegiate Nursing Education (CCNE) held a site visit for the School of Nursing. I met with the site team, and during the exit interview, the response was overwhelmingly positive. We will receive final word on reaccreditation in April 2014.

On January 26-29, 2014, the site team for the Council on Accreditation in Physical Therapy Education (CAPTE) met with faculty in Roanoke. I met with the site team, and during the exit interview, the response was positive overall. A subsequent response to CAPTE was provided (as is customary), and we will find out the results of our final accreditation in April 2014.

The School of Social Work will hold their site visit from the Council on Social Work Education (CSWE) April 3-4, 2014. The initial self-study document and subsequent report to CSWE have been received. I'm anticipating a positive response for that program as well. I've provided \$5000 in funding to the School to purchase a software program called "LiveText" to assist with assessment efforts as well as the long-term accreditation efforts.

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.

In the 2013, the School of Nursing set forth a resolution to have 60% of its faculty doctorally prepared. In support of that initiative, I was able to convert 4 special purpose positions in the School to tenure track. We are expected to fill those positions by the end of the spring semester 2014.

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.

The School of Nursing at RU has been training nurses in Roanoke for 25 years. On Friday April 25, 2014, the School of Nursing will hold an event to recognize the 25 years and to thank Carilion Clinic for their support of our program. The School and the WCHHS dean's office will provide 3 commemorative plaques. There will be several School of Nursing alumni attending that event.

On Saturday October 18, 2013, RU held Family Weekend and Homecoming. The WCHHS Dean's Office and the School of Nursing co-sponsored an alumni event and open house in Waldron Hall. Ms. Karen J. Mayhew, MSW, LCSW

presented on Physician's Orders for Scope of Treatment (POST). There were about 20 faculty, students and alumni who participated in the presentation. I would like to thank Dr. Karolyn Givens for arranging the speaker.

### **Other Activities**

- Guest lecture in Dr. Raymond Linville's DPT class on Servant Leadership
- Participated in the Academic Affairs Leadership Team (AALT) meetings
- Attended the AALT retreat
- Provided guidance and counsel to chairs and directors
- Invited to present at a professional meeting (Speech and Hearing Association of Virginia – SHAV in Williamsburg)
- Supported applications for tenure and promotion
- Supported staff attending professional conferences
- Provided mentorship for the WCHHS Student Ambassadors
- Met with candidates for various positions in the College
- Participated in commencement activities
- Provided closing remarks for the Nursing Pinning Ceremony
- Attended the OT Pinning Ceremony
- Advocated on behalf of the College during the updated travel approval procedures
- Served on the COBE Dean Search Committee
- 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
- Redistributed equipment from the WCHHS Computer laboratory

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- 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
- Provided reference letters for faculty and staff
- 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 HR regarding staff issues
- Continued to support the WCHHS Staff Team and their initiatives
- Met with the School of Nursing Advisory Council (NAC)
- Served as an alternate on the university student crisis team
- Provided support for the Department of Physical Therapy upcoming white coat and pinning ceremony
- Supported hiring new associate director in the School of Nursing
- Supported appointing an associate chair in the Department of Physical Therapy
- Met with PMG Consultants
- Participated in RU Veterans Day activities
- Submitted new initiative requests for the College to the Provost
- Supported and facilitated hiring an anatomy instructor in the Department of Physical Therapy

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- Met with president and CEO of Warm Hearth Village to facilitate partnerships
- Met with personnel from the Virginia Department of Budget and Planning to leverage funding for new and existing programs
- Provided “decision package” reports to the RU administration to secure funding from the state for new programs
- Met with RU personnel regarding clinical contracts
- Attended Noel-Levitz meetings on student retention
- Obtained video conference phone systems for the Roanoke Community Hospital, WCHHS Dean's Conference Room and RHEC
- Attended the RU Diversity and Equity Reception in Covington Center
- Attended Simulation Consortium Research Meeting at RMH
- Met with new Dean of Students
- Participated in the AALT book discussion on higher education
- Attended the 2014 Virginia Tech CIDER Conference on Higher Education Pedagogy
- Drafted a “Case for Need” statement for the College to University Advancement
- Led meeting to determine interim director and director position in SOWK
- Led meeting to determine next chair for PT
- Led regular WCHHS Leadership Team meetings
- Attended the annual Scottish Rite Luncheon
- Invited to review a manuscript for *Otology & Neurotology*

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

Sincerely,



Ken Cox