To the Faculty:

In the past year, all of us – the faculty, staff and students of the Heritage College – have attained an unparalleled level of success in so many areas. This has been a time of unprecedented growth, change and challenge at all levels, and in all areas of the college. Change has been occurring all around us, not just in our college, but also in medical education, health care, the osteopathic profession, in state funding models and within Ohio University, as well.

You may have heard me say on occasion that “we are learning to build the plane while flying it.” I have come to understand that learning how to adapt, to live and work and be successful in an environment of constant change is a necessity today – itself a goal worth pursuing. But without a road map to help us navigate through, so much change in so many areas can at times seem unfocused and circular. A major objective since my arrival in the fall of 2012 has been to articulate a common vision in which everyone knows and understands their role, and is recognized for their contributions to attaining our shared goals. To that end, I have sought to engage as many members of the faculty and staff as possible, providing resources, support and recognition along the way. Fortunately, the results of our collective efforts this year are readily apparent. And they are truly remarkable.

To highlight just a few of our achievements: We opened the first regional campus of Ohio University in 60 years. We completed a comprehensive seven-year accreditation of our college and a focused site visit of our Dublin campus at the same time with flying colors. Our faculty and students blew the accreditation review team away – and training a record number of students to be caring, highly skilled physicians is a true accomplishment by any standard. We made significant progress in research and the many initiatives powered by the transformational $105 million grant from the Osteopathic Heritage Foundation. We finalized an inclusive, collaborative and extensive strategic planning process that began shortly after my arrival two years ago. From that process emerged a shared goals and activities document that will serve as a guide and road map for every member of the Heritage College community as we move forward, and will help ensure the college’s continued success for years to come. This strategic planning process formed a multi-year strategic plan, focusing on four key areas: All-Campus Success, Transformational Education, Collaborative Research and Community Impact.

I can no more easily separate my own activities and achievements from those of the college than I can capture every measure of its success in the pages that follow. I am so happy with the progress we have made, the goals we have attained and continue to set for ourselves, the new relationships we have developed and the high level at which the college is operating. We are successful because of our ambition, and because nothing tests our capability and character like pushing ourselves beyond what we thought we could do. The same is true of those on whose shoulders we stand – whose hard work and success made our college’s transformation possible. Now, it is our turn.
Our college has become a center of excellence and model for dynamic growth and change at Ohio University. Health care and osteopathic medical education face significant transitions in the coming year. So does our college. 2015 will bring challenges and opportunities both predictable and unexpected. The Heritage College has never been stronger or better prepared to meet those challenges, to leverage its position as a leader and capitalize on opportunities, to ask and answer critical questions, and provide innovative solutions.

I continue to be honored to serve as Executive Dean of the Ohio University Heritage College of Osteopathic Medicine. This has been a time of tremendous learning and growth for me, personally and professionally. I am thankful to have had the opportunity this year to work so closely with many of you, our staff and students in a variety of settings, with university leadership and our colleagues in other colleges, and with our partners as we envision our future and advance our mission.

Sincerely,

Ken Johnson, D.O.
I. All-Campus Success

A. Admissions
It was a record-breaking year for Admissions, as for the first time in our history applications have soared to over 5,000 and counting as of this writing. We continue to have an increase in applicants that exceeds the national average due to the truly outstanding work of our Admissions Office and our ability to tell the Heritage College story through our integrated communication efforts.

We have admitted 47/50 students for the first class in Cleveland—all of them from right here in Ohio. We have 139/140 students admitted for Athens and 46/50 for Dublin. A remarkable overall statistic as of this writing is that 97% of the students in our incoming class are from Ohio!

Diversity has been an important part of the values of the Heritage College. We continue to be highly successful in recruiting diverse classes with approximately 20% minority students, 25% first-generation college students, about a 50-50 balance between men and women, and a significant percentage from underprivileged backgrounds.

This year we accepted the first cohort of students into our early assurance programs in collaboration with five universities, including OHIO.

i. Support and personnel to meet expanding needs
This was a strategic building year for Admissions. A new administrative coordinator was hired in October and an administrative associate joined the staff in March of last year. A new administrative assistant position was added and filled in June, as well a half-time admissions advisor for the Dublin campus, who started in August. Key staff positions have been filled and the office is functioning at an extremely high level. Similar positions have been developed for Cleveland.
B. Opening of the Dublin Campus
This was a true landmark event for the Heritage College and Ohio University. Through the efforts of many people, the support of the OHF and partnerships with OhioHealth and the City of Dublin, in August, we celebrated the opening of the Ohio University Heritage College of Osteopathic Medicine at Dublin – the first Ohio University campus to open in 60 years.

The launch of this campus has truly exceeded my expectations. I attribute this in large part to the careful planning and preparation that preceded the opening, starting with developing the Year Zero concept (the year of faculty support and development) and the incredible efforts of the faculty, staff and students who implemented it. From Year Zero to the careful and thorough contingency planning, to the outstanding COCA visits, to the collaborative efforts in hiring faculty, in an incredibly short period of time we designed and renovated three buildings and the surrounding land, hired faculty and staff, admitted a full complement of students and started operating two campuses simultaneously – all the while, carrying on with business as usual.

The first semester of running that campus has been a huge success with student performance equal on both campuses and high student satisfaction rates. A side effect of opening a campus in central Ohio is the increased visibility that Ohio University and the Heritage College have gained in the region and the state. In the first 90 days, there were approximately three dozen meetings or visits from external constituents to the campus, including groups like the Ohio Primary Care Coalition, the director and staff from the state Medicaid office, elected state and federal officials, and many members of the local communities.

C. Development/Alumni Affairs
As costs increase and subsidies have remained at the same level since 2002, development (fundraising) activities have become a major function of most medical schools. We have been moving forward in a way that raises the visibility of the college, creates a powerful case for giving, and engages our alumni and friends in new and meaningful ways.

i. Summary of events for alumni
   - 130 alumni visits
   - Record attendance and increased alumni engagement at the Ohio Osteopathic Symposium (OOS)

ii. Summary of development dollars
   - $1.1M – Major gift commitments
   - $200,030 – Annual Giving (up 36.5% since 2012)
   - $330K – New scholarship dollars
Our Society of Alumni and Friends has attained new heights of success in engagement of our alumni and others throughout the state. The 2014 OOS was the most successful in our history. Some statistics include:

- **Alumni Society proceeds of $67,966** (up from $65,345 in 2013)
  - Total income of **$289,655** (up from $268,970 in 2013)
- **Total attendance of 774** – Including D.O.s, speakers, residents, exhibitors, participants in the poster competition and guests
  - **406 D.O.s** in attendance – 221 of them Heritage College graduates
    (Of the ~1,700 Heritage College graduates practicing in Ohio, roughly 50% are primary care physicians, so we are reaching over 25% of the target population – graduates practicing primary care – through the OOS.)
- **44 faculty** – Most of them Heritage College graduates

**D. Facilities**

This has been a year of major developments for us in facilities. We have invested $700,000 in updating facilities in Athens to include creating modern lab space for faculty, upgrades to technology for synchronous learning, and upgrades to classrooms. In addition, deferred maintenance issues are being addressed in a systematic fashion across the six buildings that we occupy.

We opened our Dublin campus, converting an old business park to a modern medical education facility to create outstanding space for faculty, staff and students. We are nearing completion of our Cleveland campus using a similar plan to that of Dublin.

I serve on the university’s master planning committee, where our planning for new facilities has been made a priority. We have just completed the first phase of that planning with detailed interviews of faculty and staff and significant data gathering by the university’s consultant, Ayers Saint Gross.

**E. Finance**

We have developed an annual, multi-year budgeting process that is very inclusive, open and transparent. This includes presenting information to the college’s Executive Committee, working directly with departments to create and review their budgets and sharing global financial information with all Heritage College faculty, staff and students. Financial information is updated and provided on an ongoing basis throughout the year, and presented at least semi-annually.

We have successfully worked with the university in converting to a new Responsibility-Centered Management model, which has allowed us to provide a higher level of transparency and an improved, shared understanding of all college financial allocations. I have worked with the deans of all the medical schools in the state to preserve state support for our college. I continue to meet regularly with the medical deans group and our college governmental resources to ensure that state funding is preserved at the highest possible level.
We have been able to invest our resources in areas such as facilities to improve the research and educational experiences of our faculty and students. In addition, we were able to provide an additional 2.19% increase in faculty compensation beyond the 2% base that was given to all faculty, and increased staff salaries as a result of the university’s Compensation 2014 project. A major initiative that I announced last year was Faculty and Staff compensation and support plan development. I commissioned a diverse group to look at faculty compensation and provide recommendations for a multi-year plan based on referenced data compared to peers. These efforts are focused on retaining faculty and becoming more competitive in attracting new faculty.

As we move forward, other significant areas of financial investment to explore include the integration of our physician practice plan, UMA; startup of the Cleveland campus; adequate and modern Athens campus academic and research facilities; faculty and staff hiring investments to support the strategic plan; the OHF match commitments; and perhaps most important, our transition to the single accreditation system, which will dramatically change the structure and services of the current CORE system.

F. Institutional Assessment and Accreditation

Accreditation has become a regular and frequent process here at the Heritage College. Through a combination of refocusing the Office of Institutional Assessment and engagement of faculty, staff and students, we have been highly successful.

We will have some kind of accreditation requirement every year until 2019. In response to this, I have evolved the Office of Institutional Assessment and Planning to the Office of Institutional Assessment and Accreditation (OIAA). Assessment and accreditation are two sides of the same coin.

I also changed the process for self-study to be more open and inclusive by creating a self-study committee (Self-Study Accreditation Team), chaired by associate dean for academic affairs, Nicole Wadsworth, D.O., leading eight teams of faculty, staff and students.

This led to highly successful visits for Dublin, and our seven-year accreditation visit for the college, as well as initial visits for Cleveland. We have had three major site visits with the most recent involving a thorough review of over 90 accreditation standards. We were found in compliance with all but one, and were given two commendations: first, for “the design and implementation of our digital technology services delivery of educational resources for teaching, research, evaluation and administration of the academic programs. The multiple large, high-resolution, remote viewing interactive pods at the Dublin campus allow for easy participation by the students in the discussion with the Athens campus and encourage collaboration among the students seated at each pod.” We were also commended on the year of faculty development and support – Year Zero – for “our attention to details to provide faculty development and training well in advance of opening the new campus in Dublin.”

On one of those visits, a very experienced COCA team chair (a long-standing retired dean) called us the “gold standard for colleges of osteopathic medicine.” As a result of
the exemplary work going on at the college, the OIAA staff was invited to co-present with Academic Affairs at the 2014 Committee on College Accreditation Training (CCAT) workshop in Washington, DC.

G. Faculty and Staff Hiring
This is a time of tremendous growth for us as we have gone from one to two, and soon to three campuses. In the last 12 months, we have completed 23 faculty-focused hires, and have experienced significant progress toward recruiting and hiring new faculty for Cleveland in the areas of anatomy, primary care, osteopathic manipulative medicine and social medicine. Faculty hires for the new campuses have focused both on the local need for teaching on that campus and areas of need across all three.

Since I started as dean two and a half years ago, our overall faculty complement has increased by almost 40% (from a total 96 in August 2012 to 134 today on all three campuses). Most departments and units have benefited from the growth of the college, with 75% having been able to hire new personnel. We have hired key staff members in many areas such as admissions, academic affairs, academic departments and research to support faculty and students.

Looking forward, I have been working very closely with department chairs and unit leaders in building a comprehensive three-year staffing plan, which is in the final stages of development. The focus of the plan is to ensure all-campus success. This has been a very comprehensive, inclusive and collaborative process. We have prioritized this plan based on criticality and the college's mission, vision, goals and strategy. In addition to the 38 positions for which we currently have open searches, 27 are for faculty, and it is anticipated that we will add more than a dozen new faculty on the Athens campus as a result of this plan.

II. Collaborative Research

We have made great strides in moving our collaborative research agenda forward. I created a process that was very inclusive and thorough to develop greater clarity in outlining a strategy that has four main elements and a shared goals and action plan that lays out a path forward. I am thankful for the work of the elected officers of the faculty, the faculty elected to participate in the process and the many who participated in everything from one-on-one meetings, to many focus-group listening sessions, to the culminating all-faculty forum to finalize our plan.

The prominent approach that emerged from this process was to build a common infrastructure that will provide enabling services and support for any researcher to facilitate their success and allow them to become more competitive. We have widened our approach to support due to the fact that our research efforts are diverse and are truly translational, from bench, to bedside to community.

We have immediately taken steps on this plan, one of which is the development of the Clinical and Translational Research Unit. We have hired an executive director, Laura Rush, and additional personnel to begin operations of this unit. In addition, we have hired an
executive director for primary care research initiatives, Kelly Nottingham, to assist faculty in further development of research in this area.

We have been thinking through how to leverage the OHF grant for the highest and best use of the funding. Recent grant revisions have been submitted to the OHF with the goal of creating core services that provide the maximum level of support for all research-active faculty.

We have exceeded the three-year goal that I set out for external funding in just one year:

A. Three-year graph of external research dollars

![External Funding Graph]

III. Transformative Education

After consulting with faculty curricular leadership, I commissioned the Curricular Transformation team, led by Curriculum Advisory Committee chair Karen Montgomery-Reagan, D.O., and associate dean for academic affairs Nicole Wadsworth, D.O. It was suggested that a separate group that was inclusive and had the opportunity to involve others from outside the college (i.e., other colleges at Ohio University and partners in health care) would be the best vehicle to evolve our already strong curriculum.

Health care is changing rapidly. The Curricular Transformation team will review contemporary concepts in medical education and care delivery and provide recommendations for ways to evolve our curriculum to best prepare our students to be outstanding osteopathic physicians. We have started the process of bringing prominent educators and health care delivery experts to campus and sending faculty to other medical schools to see first-hand innovative ideas that are being implemented. In addition, I have created a fund to support additional faculty professional development to help further support the evolution of our curriculum.
We have initiated a number of new programs that have added to the depth and breadth of transformational experiences in which our students have an opportunity to participate. Two to highlight are the Dual Degree programs and the Rural and Urban Scholars Pathway program (RUSP).

We created the Office of Advanced Studies with a focus on creating interdisciplinary dual degrees. The end result was the creation and approval of a new Translational Biomedical Doctoral program (the only one of its kind in the state). These programs are focused on creating the next generation of physician scientists that are well prepared to address some of the most pressing needs in medicine.

- The D.O./Ph.D. program has grown five-fold, from two students in 2012-13 to 10 in 2014-15.

We established the Office of Rural and Underserved Programs. A number of initiatives have been launched or expanded to help us extend our reach and focus on training more primary care physicians to meet the needs of our state and the nation.

- The RUSP program expanded from 21 participants in 2013-14 to 41 in 2014-15.
  - 12 students received scholarships funded through the OHF.
- The Primary Care block continued into its second year with the introduction of the Patient-/Learner-Centered Medical Home web application.

A major strategic initiative for us in the past year has been evolving the Centers for Osteopathic Research and Education (CORE). We are in the most unique time possible with the introduction of the Single Accreditation System of the American Council for Graduate Medical Education (ACGME). We have nearly 100 approved residency programs in the state in our affiliated Osteopathic Postgraduate Training Institute (OPTI). I have been positioning the college in a way to help provide leadership in this evolution to assist with the transition all of our partners and to help develop the new system nationally. This has led to a level of increased engagement of our hospital partners and the need to create a different structure as we move forward. I have gone on many visits to meet with hospital presidents and other leadership to discuss the new system and the new CORE. In addition, we have been doing significant planning utilizing local, regional and national resources to help in this galvanizing period of transition.

IV. Community Impact

A. Community Health Programs

Our Community Health Programs continue to increase the number of uninsured and underinsured patients served in a 16-county region. Some of these services include a free clinic, mobile community clinic van, health education, patient navigation and childhood obesity programs.

Some interesting statistics in our efforts to expand care for citizens of Ohio and those most in need include:

- 10,827 miles traveled by our mobile community clinic throughout 16 counties
• 20,650 people reached in 2013-14
• 4607 direct clinical services provided

Without these services many would go without care. To ensure a continued level of success, we were able to reorganize the section of the OHF grant to allow us to purchase a new mobile health van to replace one of our vans that is nearly 20 years old. It will arrive in the coming weeks, and is expected ahead of schedule.

B. University Medical Associates
University Medical Associates (UMA) is a separate but related non-profit entity that serves as the college’s practice plan. Most of our clinical faculty have a practice in UMA where they are dually employed by Ohio University and UMA. UMA has its own board, president and CEO, and is divided into various centers like pediatrics, family medicine and Campus Care. I am privileged to serve as a member of its board.

When I started as dean, UMA had been in merger discussions for about half a decade with Athens Medical Associates (AMA), another local practice affiliated with O’Bleness Hospital. About a year ago, O’Bleness became a member hospital of OhioHealth – our preeminent education partner in central Ohio.

I made it a major goal to complete these discussions. I established a Physician Transition Leadership Team composed of UMA cost center leaders and Heritage College department chairs. The purpose of this group was to help give guidance on key elements of the merger agreement such as governance, the role of academics and research in the new entity and financial models.

It is our vision to create an integrated community-based health care delivery system recognized and preferred for academic and clinical excellence, innovation, cost-effective services and compassion. The new combined clinical practice will serve as the Practice Plan entity for the Heritage College, enhancing the college’s ability to recruit and retain faculty and providing opportunities for faculty to practice clinical medicine. An overarching goal of the practice is to provide greater access, lower costs and higher quality health care for the Southeast Ohio community.

We (Ohio University, the Heritage College, and UMA) have been working diligently over the last two years to bring these discussions to closure. All parties’ legal and communications departments have limited the release of detailed information due to active negotiations.

V. Executive Dean’s Activities

A. Outreach
i. Boards and committees
Since my arrival, I have served on the Ohio Council of Medical School Deans representing the Heritage College. This group works collaboratively on key issues affecting medical education and care delivery in the state. As executive dean of the only osteopathic medical school in Ohio – and currently one of the longest-serving deans on the council – this role provides a strategic opportunity to
advocate on behalf of our college, raising awareness and establishing a prominent place among the other medical schools in the state. For example, we recently met with the Governor’s Director of Healthcare Transformation to discuss a collaborative way to enhance medical education focused on primary care. In addition, I recently met with state government leadership to introduce them to the important work that we are doing for Ohio, including our new campuses, the invaluable contributions of our Community Health Programs and focused programs like the Rural and Urban Scholars Pathways (RUSP) program.

I represent our college on the Ohio Osteopathic Association board and work very closely with their leadership and executive committee. Over the past two years, I have initiated the development of a collaborative strategic plan that brings together the efforts of the Heritage College, the CORE, the OOA and our Society of Alumni and Friends in a more focused and synergistic manner. I sit on many other committees and similar bodies, including (as noted above), the University Medical Associates Board, the CORE Executive Committee and CORE Finance Committee.

This past year I was honored to be appointed chair of the Commission on Osteopathic College Accreditation (COCA). In this role, I oversee accreditation activities for all colleges of osteopathic medicine. This position also allows me to interact with leadership throughout the osteopathic profession nationwide. I am humbled by this experience and am grateful to be in this leadership role at this time of tremendous change for the profession. It has allowed me to have a voice in the changing landscape of osteopathic medical education, to be able to bring back to the college contemporary issues that enable us to anticipate what we need to do to respond in a way that will ensure our continued success.

I also serve on the American Association of Colleges of Osteopathic Medicine (AACOM) Board of Deans, and on its Assembly of Presidents for Ohio University President Roderick McDavis.

ii. Partnerships

This year has been one of intense focus on working with hospital and health system partners throughout the state. This includes reinventing the CORE, thinking through new ways to educate our students and new ways to work in an evolved consortium. I have made frequent visits to various hospital and health system partners. Probably the most detailed work with our partners has been with OhioHealth and Cleveland Clinic as we have opened one campus and prepare to open another. We have established leadership groups to oversee activities in both of these relationships, and I have participated in many strategy sessions with their senior leadership focused on visioning the future of the relationship and thinking through ways to maximize our efforts.

I have been meeting regularly with the leadership of other medical schools in Ohio to seek opportunities for collaboration. Most recently, these meetings have included OSU, NEOMED, Case Western Reserve and Wright State.
B. Inreach
   i. University
   On a more local level, I have been very active representing the medical school throughout Ohio University, serving on many committees and teams, and participating in various initiatives:

   - President’s University Risk Council
   - OHIO Dublin Operations Committee
   - Innovation Systems Strategy Team
   - Technology Commercialization Strategy Team
   - OHIO for the Community Committee
   - Campus Care Advisory Committee
   - Campus Master Planning Committee
   - Search committees for university leadership positions

   I have dedicated a great deal of time over the last year to building new relationships with other colleges at Ohio University and finding ways to strengthen existing relationships. The most significant amount of work has been done with the College of Health Sciences and Professions. I meet very regularly with Dean Randy Leite, and we have made a significant commitment to find ways to work together that are sustainable and have mutual benefit. Our focus has been on Inter-professional Education and Team Science/Collaborative Research. We just concluded a mini-strategic planning session with leadership from both colleges coming together to share and explore ways to build off current areas of success and discover new ones. An outcome of our work has been the establishment of an Inter-professional Education Symposium, inter-professional faculty development and a combined scientific poster presentation session and symposium to be held this April.

   Some examples of other collaborative work include:

   - With the Scripps College of Communication – Jointly-sponsored symposium on using technology to enhance relationships
   - With the Voinovich School of Leadership and Public Affairs – Strategic Deans group
   - With the Russ College of Engineering and Technology – Coordinated utilization of the Academic and Research Center (ARC), and planning for Biomedical Engineering enhancement
   - With the College of Arts and Sciences – Early Assurance Program
   - With the College of Business – Discussions on potential opportunities in partnership with Cleveland Clinic
   - Support for new initiatives, such as a Collaborative on Aging

ii. College and the CORE
   Strong internal relations are key to the health of any organization. During times of seismic change and explosive growth like our college has experienced since my arrival, internal relations are even more crucial. I place a high value on building
relationships internally, and have stepped up efforts in this regard over the past year. In addition to the monthly breakfast meetings I have been having with student leadership and other student groups since my arrival, I have been holding monthly breakfast meetings with various groups of faculty, and quarterly ones with classified and administrative staff. I highly successful new addition has been regularly scheduled executive dean office hours that are open for any faculty or staff. I have engaged the elected officers of the faculty in regular meetings, and one-on-one meetings with the elected faculty chair in order to collaboratively develop more robust agendas for general faculty meetings and increase participation, and attend to the most pressing issues affecting faculty. This has been a great forum for sharing information and problem solving, and as a result, we have elevated the role of the elected faculty leadership.

I have engaged the members of standing committees and ad hoc task forces in regular dialogue and meetings around critical issues, seeking input and feedback regularly from individuals and groups to ensure the lines of communication remain open as our individual commitments and workloads place increasing demands on our time across divergent areas. I have worked to facilitate collaboration and communication between faculty and administrators on important college issues such as workload, compensation and professionalism, on policy process and bylaws revisions. Meaningful changes have been made to the function, role and responsibilities of standing committees, such as the Membership, Nominating and Bylaws, Research and Scholarly Awards, and Promotion and Tenure Committees.

I have been accompanying associate dean for GME Bob Cain, D.O., on frequent visits to CORE hospitals to engage with hospital leadership, CORE staff and our medical students in continuing conversations. I have charged administrators in Academic Affairs, Communications and Alumni and Development with finding new and innovative ways to engage our Group IV Clinical Faculty, and to prioritize appreciation for the dedication and contribution of these critically important faculty who mentor, guide and prepare our third- and fourth-year medical students and residents for successful careers as osteopathic physicians, who will in turn, hopefully, become clinical faculty themselves.

Other recent developments include the distribution of our college strategic plan throughout the college and the CORE; the implementation of the CARE Award – Celebrating Achievements and Recognizing Excellence – an employee recognition program that started out as an idea shared with me at a quarterly staff breakfast. The CARE program has been a tremendous success, garnering 43 nominations in its first month from all corners of the college and the CORE.

iii. Teaching, presentations and promotional activities

One of the most enjoyable and rewarding activities for me in the past year has been teaching our exceptional students. I have had the great fortune to spend some time in the OMM lab each semester as a table trainer, helping with the
Neuro Synthesis and Integration session, and the smoking cessation standardized patient sessions. Additionally, I have thoroughly enjoyed – and had a lot of fun – creating more opportunities to interact with our students in a variety of informal settings this year, from hosting a ‘cocoa with the dean’ study break during exams before the winter break and a ‘conversation hour’ at a local coffeehouse, to group dinners at national conferences such as the AAO Convocation and the AACOM annual conference. In an effort to provide a variety of settings in which just about any student can participate, I have expanded the monthly ‘run with the dean’ series to include other outdoor activities, such as hiking, and more recently, during the winter months, I have taken advantage of Campus Recreation’s ‘Fit for Hire’ program, sponsoring an in-house ‘yoga with the dean and OMM chair’ in Grosvenor Hall, and a spinning session at the Ping Student Recreation Center.

Externally, I have taken every possible opportunity to tell our story and raise our profile on the local, state and national levels in a variety of venues and settings, from frequent talks and presentations on the great work and accomplishments of the Heritage College faculty, staff and students; to giving interviews on local radio programs and presenting to the Athens and Columbus Rotary Clubs; to sponsoring highly regarded annual events focused on healthy living, such as Race for a Reason and Live Healthy Appalachia, and statewide events like the Ohio Osteopathic Symposium; to hosting alumni, engagement and networking events on the national stage in conjunction with the AOA and AACOM national conferences and DO Day on the Hill programs. Finally, I am honored to have been invited to present at meetings of the Ohio University Board of Trustees and Foundation Board of Trustees, the OHIO Alumni Association’s Board of Directors and the Ohio University Emeriti Association, and to have been asked to deliver this year’s J.O. Watson Lecture at the Ohio Osteopathic Symposium.