I am pleased to submit this report of progress in the College of Health Sciences and Professions and my activities as dean during the 2013 year. I believe the most important role for a dean is to facilitate a vision for the College and a set of strategies for achieving it and then empowering faculty and staff in their work toward those ends. A successful dean should enable colleagues to achieve success in their work and to embrace opportunities that exist for them and their programs. This remains a primary focus for me in my work as dean.

As a college, we continued to grow and evolve in 2013. I truly believe any successes we achieve reflect the work of many individuals. While 2013 brought closure in some areas, we still have a number of initiatives under way. We also undertook a number of new initiatives that have required considerable time and resource commitments such as our Dublin initiatives, expansion of interdisciplinary curriculum, a new college branding effort, planning for space revisions in Grover Center, and collaborations with various healthcare systems, universities, and community organizations. Each of these is important to the future of the College and I am excited about the progress we’ve made. Our faculty and staff do much to make our college what it is and are the reason I believe the College has a bright future. Throughout this report, I will highlight the work of many who have contributed to the progress I will describe.

2013 truly was a year of forward movement for the College. Some key areas of achievement include:

- Growth in enrollment to over 9,000 students with over 3,600 enrolled on the Athens campus—an on-campus enrollment larger than our pre-restructuring enrollment.
- Over $6 million in grant and contract revenue generated.
- Over 1,000 CHSP students graduated last year.
- Our faculty generated over 100 scholarly manuscripts and made over 100 presentations at national and international conferences.
- CHSP students performed several thousand hours of community and volunteer service last year.
- Successful completion of proposals for new Master of Physician Assistant Studies, Clinical Informatics certificate, and Global Health certificate programs.
- Over $1 million in gifts to the College.
- A significant repositioning of our communication strategies to better reflect the College as it exists today.

In last year’s report, I identified a number of strategic goals for the College in 2013. The following section of this report will address these goals. I will conclude with a summary of personal goals I established for the year and a brief reflection on progress toward those goals. Finally, I will identify key goals for the College in 2014.
**GOAL: Successfully move into the RCM budget environment in a transparent, empowering way that reflects strategic priorities.**

While the move to the RCM budget environment presents considerable opportunities for the college, it also comes with various challenges. We have struggled this year to understand the intricacies of the new budget model and the various elements of the budget formula. We've also endeavored to determine the best approach to providing academic units with a transparent budget process, a degree of control over the resources they generate, and mechanisms to assure an ongoing focus on academic quality in our decision making. An ad-hoc RCM committee has been formed with representation from each of our academic units and that group has begun to make key recommendations under the leadership of Chief Financial and Administrative Officer Tia Barrett and Associate Dean for Academic Affairs Sally Marinellie. Both Tia Barrett and Budget Unit Manager Beth Tragert have worked diligently to develop a draft budget reflecting the RCM model. We’ve also begun to undertake steps to better understand academic quality issues in our programs to better inform strategic investment decisions as we work to achieve a balance between needing to catch up to growth/development in some areas and stimulate growth/development in others.

While it is apparent that the RCM budget model remains confusing to many, we are beginning to develop greater clarity about its impact and will be able to expand information to faculty and staff who desire to know more about our budget and our budgeting process.

**Goal: Finalize the scope of partnership relationships with OhioHealth and the Cleveland Clinic and our programmatic presence in central and northeastern Ohio.**

During 2013, we continued to actively explore opportunities to collaborate both with OhioHealth and Cleveland Clinic on programming in central and northeastern Ohio. Both of these systems offer considerable potential for us in light of their growing collaborations with the University. While progress was made in 2013, neither relationship was finalized. We've found that both systems have “slowed down” conversations with us in relation to issues with which they are dealing. I am very excited about more recent progress we've made with the Cleveland Clinic on interdisciplinary health leadership programming and possibilities for research collaborations. We will continue to work toward developing meaningful relationships with both healthcare systems that will bring advantages to our faculty and students but I believe we must also broaden our explorations to other potential partners. There are numerous organizations, agencies, and corporations that hold considerable potential to support the work we do and we cannot be limited to only pursuing connection with two institutions that are connected to the University in other ways. More recently, we've begun to explore possible connections with other healthcare institutions and community organizations as we broaden our focus beyond that of the two initial institutions.
GOAL: Expand support for online instruction in the College.

Online instruction is occurring across the College; whether it is fully online degree programs, specific courses delivered in an online format, or elements of on-campus courses that have been moved to online platforms. It is also clear that use of online pedagogy will continue to grow across the American higher education landscape. In light of the fact that approximately two-thirds of our students enrolled in fully-online programs, it is incumbent upon us to provide appropriate support for faculty and students engaged in online coursework. We've begun to make progress in that direction but still have considerable work to do.

The first step in enhancing support was to extricate the College from a long-term contract with an external vendor that will save us several million dollars each year. We also reclaimed a number of services formerly provided by eLearning in light of concerns about the amount the College was being charged for those services. Some of these recouped funds will be used to build an infrastructure in the College that will result in more timely support for faculty and students that is tailored to their needs. To get us started in this direction, we are in the process of hiring an assistant dean who will be fully responsible for online and distance program support. This individual will be charged with building an infrastructure that is responsive to our needs in this area. Going forward, our focus will be on developing enhanced professional development opportunities for faculty and student support resources to take pressure off our academic units.

GOAL: Enhance retention of students in our academic programs.

Retention of students has become a significant issue, especially among undergraduates. Every student we lose prior to their graduation represents lost opportunity. Also, the new state funding model for higher education bases a significant amount of subsidy funding on the number of students who graduate. Unfortunately, retention of our freshmen into the sophomore year has declined in recent years, a pattern modeling that of the larger university. We continued to take steps to address this issue in 2013. These included hiring an academic advisor to specifically work with freshmen, enrolling nearly all freshmen in learning communities, and arranging for the Office of Career and Leadership Services to provide a dedicated staff member to work with our at-risk students. Sara White, our retention and advising coordinator, continues to drive our focus on this area of concern.

GOAL: Continue to enhance support for research activities.

We continue to invest substantial resources into support for research activities. In 2013, we invested several million dollars in various forms of support for the research endeavor. Some examples:

1. We continue to implement a range of internal research grant programs that create numerous opportunities for our faculty to pursue funding to undertake innovative research projects. These include competitive grants to support interdisciplinary research, mentored research, summer research, community-engaged research, and
global health research. Associate dean Jennifer Horner and our Scholarly Activity Award Committee continue to promote these awards to faculty.

2. We also began what I hope will be a several-year process of upgrading our research equipment. Many of our labs include equipment that is well worn or out-of-date. Going forward, we will to fund an account that will be fully dedicated to research equipment upgrades with units being able to apply for funds to meet their needs.

3. We have expanded start-up research support for new faculty hires including extending the amount of start-up support beyond the previous limit of $75,000. This year, the average size of startup packages was the largest in the documented history of the College. Jennifer Horner also provides direct support to incoming faculty who are developing start-up proposals to assure that they are as extensive as possible to support individuals in establishing a research agenda.

4. In 2013, we continued to provide unfunded teaching load reductions and summer research pay to allow selected faculty developing research agendas to dedicate a greater amount of time to that endeavor.

5. In the new RCM budget model, the College is now responsible for funding tuition waivers associated with all graduate assistantship awards. We project that this will require approximately $2.5 million in funding for the coming fiscal year.

6. We moved forward with Vice-President for Research Joe Shields to fill an endowed faculty position that will allow us to bring a senior scholar to the College to advance a defining research agenda within the College. The “Edison Biotechnology Institute Professorship” will be collaboratively funded by CHSP and the Edison Biotechnology Institute and occupied by an individual who will advance a significant research agenda through the College and EBI. A search for this individual is presently under way.

7. In 2013, CHSP increased its support for various institutes and research activities in partnership with the Heritage College of Osteopathic Medicine. CHSP and HCOM are jointly supporting structures such as the Diabetes Institute and the Appalachian Rural Health Institute as means for our faculty to pursue research agendas in those areas. We are also exploring other research connections across the two colleges.

GOAL: Continue the focus on four thematic directions: interdisciplinarity, understanding of diversity, service to underserved populations, and global health.

Since 2010, we’ve pursued meaningful progress in addressing these four thematic directions. I believe we made substantial progress in each of these areas in 2013. While there is much still to be done, it is my sense that these themes are becoming more prevalent in the culture of the college.

A brief summary of activity:

1. Interdisciplinarity: In 2013, we conducted a number of interdisciplinary programs and activities. Under the leadership of Jeff DiGiovanni and John McCarthy, a group of our faculty are part of a successful grant-funded program (the MEDTAPP grant) that provides funding for students to engage in a variety of interdisciplinary clinical and classroom activities. Various faculty have worked with Gillian Ice, director of
the Global Health Initiative, to develop numerous interdisciplinary study abroad experiences. Sally Marinellie and Mike Kushnick have facilitated the development of a new interdisciplinary health sciences bachelor degree and various individuals have developed new interdisciplinary courses that may be utilized across our programs. Tootie Overby has worked on developing an organizational structure through which we might promote interdisciplinary activities and share resources generated through those activities. As mentioned earlier, we’ve created an interdisciplinary research grant program and are promoting interdisciplinary work through various institutes. Jennifer Horner continues to drive us forward in developing a number of new interdisciplinary research initiatives.

Ken Johnson, executive dean of HCOM, and I have engaged in extensive conversations this past year about enhanced connections across the two colleges that will reflect much of the spirit behind the earlier proposal for a Health Sciences Center. Various members of our college leadership team including Jennifer Horner, Sally Marinellie, and Tootie Overby will be leading efforts to explore deliberate and extensive research and teaching bridges. Tootie Overby has also been working extensively to explore interdisciplinary bridges at the new Dublin extension campus.

2. **Diversity:** 2013 represented another year of progress in this area with more to be achieved going forward. A commitment to expanding our students’ understanding of diverse populations was evident this past year in our ongoing work to build a role for CHSP in the University’s Interlink Alliance partnership with nine Historically Black College institutions. We worked to increase opportunities to expose students to diverse populations through clinical and community activities. We’ve also expanded opportunities for students to encounter diverse populations through volunteer opportunities. Finally, we are exploring opportunities to increase exposure to diverse populations through our budding partnerships with healthcare systems and community agencies.

3. **Service to Underserved Populations:** Service to the underserved has been another key feature of our ongoing planning conversations with potential partner organizations as we hope to utilize those partnerships to increase opportunities to expose students to populations in need in various settings. In 2013, we also continued conversations about expanded clinical service delivery to underserved populations in southeastern Ohio. These conversations should continue in 2014 in a way that will lead to a broader range of connections with the underserved through clinical, research, and engagement activities.

4. **Global Health:** Considerable progress was made in attention to global health in 2013. Various CHSP faculty serve on a global health task force that has facilitated the development of a new global health certificate program, early planning work on a global health master degree, and development of a substantially expanded list of global health study abroad opportunities. In 2013, we received a grant funded through the President’s Educational Program for AIDS Reduction (PEPFAR) to
develop a nursing curriculum partnership with the Institute of Health Sciences in Botswana. A team including Debby Henderson and Sally Marinellie recently provided the first phase of support to IHS under this agreement. We also advanced our conversations with potential partner institutions in Ecuador, Guyana, and Japan. We will also continue to expand our explorations of possible partnerships in Europe, South America, and Asia in 2014.

In 2013, we began offering a new Tier II general education course exploring global health with all revenues from the course committed to support global health-focused activities of faculty. This course is also included in the new online global health certificate program that was recently approved. We’ve also begun to explore the degree to which our presence in Dublin will create opportunities to engage with immigrant populations in central Ohio.

Along with all of this, it will be important for us to increase our financial support for faculty and student engagement in global health. I am committed to building a fund for faculty and students to access for support for research and teaching activities involving international travel and partnerships. I am also very interested in expanding opportunities to explore global health issues here at OU.

**GOAL: Identify solutions to address critical space needs.**

2013 was a year of successful progress in terms of addressing long-standing facility issues. We were able to procure office space in various locations around Athens to accommodate some of the staffing growth we have experienced. We were also successful in gaining access to the present gymnasium on the first floor of Grover Center and will undertake a renovation of that space (along with various adjoining spaces) to meet our critical teaching and research needs. Through careful stewardship of resources, we have developed the financial resources to complete this extensive renovation without requesting funding from the University; a factor that has accelerated the project considerably. Tia Barrett is chairing a committee of faculty and staff who are developing a vision for this renovated space.

Beyond Athens, we made considerable progress in planning for a facility for our programs at the Dublin extension campus. Tootie Overby has led this planning effort as we prepare to break ground on a building later this spring. We’ve pursued a financial arrangement that will allow us to move into this building with little up-front expenditure of funds. The building will include more space than we will need so we will work to find appropriate partner institutions to collaborate with us on its use. Thus far, we’ve finalized an agreement with the University of Findlay for such an arrangement and are speaking with several other institutions about a range of programs in Dublin that would complement ours.

**GOAL: Make progress in achieving balance between enrollments and resources.**

Enrollment in the College grew by another 400 students this past fall to a total of just over 9,200 students. This included over 100 additional students in Athens and nearly 300 in
online programs. Continuing enrollment growth represents a challenge in terms of bringing resources in line with our enrollment. That said, we’ve made considerable progress in expanding our resources. We’ve doubled our base budget over the last three years and have substantially increased the number of faculty across the College while also increasing administrative and support staff. This year, we have additional faculty searches under way in each of our academic units and have brought forward requests for additional positions next year. While we have a long way to go in many areas, we’ve clearly turned a corner and have begun to offset years of budget cuts from earlier the previous decade.

It is my hope that the above information paints a picture of a dynamic college that is on the move. As we went through our recent branding project, we began to describe the College as a place “where everything connects.” I believe all of the progress we’ve made reflects the strong connections that exist across the College and among the people in it. I believe CHSP has the opportunity to be the strongest, most diverse college at Ohio University. I cannot begin to convey the privilege I feel in having the opportunity to work with colleagues who have contributed so much to the successes described above. I also continue to be energized every day by the opportunities that exist for the College and remain committed as dean to providing all the support I can to faculty and staff as they strive to achieve them.

Beyond continued progress on the goals identified for 2013, my goals for the College in 2014 include:

1. Finalize a range of collaborative partnerships with various partner organizations within and beyond the University.
2. Implement additional interdisciplinary academic programs.
3. Implement a faculty workload policy that allows individual faculty to build on their strengths and develop their capacity to successfully progress in their careers while also assuring the faculty resources the College needs to meet its obligations.
4. Develop a more complete understanding of patterns of achievement of learning outcomes across the College.
5. Garner financial and human resources to support strategic programmatic directions.
6. Provide expanded opportunities for meaningful professional development for faculty and staff.

Personal Goals

Beyond the college goals described above, I was also asked to identify a number of personal goals to guide my work as dean in 2013. These included:

1. Maintain a high level of transparency in my communication with colleagues.
2. Approach decision-making in a way that will empower colleagues to move forward.
3. Expand points of interface with other members of University leadership.
4. Re-engage with teaching by teaching a course in Child & Family Studies.
5. Re-engage with scholarship through publication and research activity.
A brief assessment of progress on each is provided below.

**GOAL: Maintain a high level of transparency in my communication with colleagues.**
This continues to be a primary focus as I approach my work. I believe that I should be as accessible as possible to faculty, staff, and students throughout the College. I find it gratifying that individuals seem comfortable seeking me out both formally and informally to share questions, concerns, or ideas that they have. I also continue to work to seek as broad a range of input as possible regarding important decisions I make as dean and believe decisions are stronger for having done so. While some might say we have become very “committee-heavy,” I believe this reflects a commitment to gain the broadest possible input on the issues of importance to us.

**Goal: Approach decision-making in a way that will empower colleagues to move forward.**
I believe one of the most important things I can do as dean is to empower colleagues to pursue excellence in their work. I spend considerable time thinking about how to be empowering in my decisions and how to direct resources in a way that faculty and staff may feel a greater degree of support for their work. Obviously, there are considerable challenges in doing so: space limitations, budget constraints, the need for fairness across and within all of our disciplines. That said, I am committed to providing leadership that empowers others and will continue to seek to do so going forward.

**GOAL: Expand points of interface with other members of University leadership.**
As we moved into the RCM environment in 2013, I sought opportunities to interface with University leaders in such a way as to bring opportunities to the College. I believe we’ve been successful in facilitating University leaders’ understanding of our possibilities and our needs. This is reflected in the recent support we’ve received to pursue faculty hires and the commitment that’s been made to allowing us to expand the space that the College occupies. The College has also been more extensively included in institutional discussions around priority directions to which we can contribute in meaningful ways. I’ve also reached out to other deans in an effort to broaden interdisciplinary collaborations. During 2013, this led to forward progress in the planning of collaborative projects with the College of Arts & Sciences, the College of Business, the Heritage College of Osteopathic Medicine, the Voinovich School, and the Center for International Studies.

We’ve also forged partnerships with other University offices and community organizations that present a number of exciting opportunities. These include collaborations with the Office of Career Services and Leadership, the Office of Human Resources, the Office of Information Technology, Intercollegiate Athletics, Culinary Services, Live Healthy Appalachia, and the Child Advocacy Center.

**GOAL: Re-engage with teaching by teaching a course in Child & Family Studies.**
I was able to teach one section of CFS 4660 (Families in Later Years) in Fall 2013 and two sections of HSP 2210 (Introduction to Global Health) in Spring 2013. This met a need in those units and gave me the opportunity to interact with 60 students in a classroom.
environment and another 50 students in an online environment. I believe this was a valuable learning opportunity for me as online courses are such a large part of the College. I believe having experience in the online environment will enhance my decision-making in this area.

**GOAL: Re-engage with scholarship through publication and research activity.** During 2013 one book chapter was published. I also participated in three refereed research presentations. I've also implemented a twelve-state evaluation research project funded through a $100,000 contract with the Ohio Child Support Enforcement Agency. It is anticipated data will begin to be generated later this spring.

**Conclusion**

I am pleased to continue to serve as dean of the College of Health Sciences and Professions. As I move closer to the final year of my present four-year term, I find gratification in all that our faculty and staff have achieved during my time here and am very excited by the many opportunities that remain before us. I look forward to receiving input from my colleagues through this process and throughout the coming year.

I will continue to focus on strengthening support for faculty and staff in striving to meet the core aspects of our mission. While there is more growth and change ahead of us (as there always is), I believe we’ve arrived at a point at which we can now begin to focus more extensively on solidifying and supporting the work undertaken to achieve the priorities that have developed over the last three years. At the same time, there are still many opportunities that lie before us and I look forward to continuing to try to move us forward in embracing them.