Mission
The College of Health and Human Services (CHHS) focuses on improving the health and well-being of people in Missouri, the nation, and the global community through education, research, and service. CHHS values multidisciplinary approaches, instills the public affairs mission, and encourages students and faculty to develop lifelong learning skills.

Leadership Team
The CHHS Leadership Team works with 176 full-time faculty and staff as well as per course faculty and part-time staff to provide instruction, mentoring, and support for students. Members of the 2013 Leadership Team included:

- Dr. Colette Witkowski, Head, Biomedical Sciences Department (BMS)
- Dr. Letitia White, Head, Communication Sciences and Disorders Department (CSD)
- Dr. Sarah McCallister, Head, Kinesiology (KIN)
- Dr. David Claborn, Interim Program Director, Master of Public Health Program (MPH)
- Dr. Kathryn Hope, Head, Nursing Department (NUR)
- Dr. Steve Dodge, Head, Physician Assistant Studies Department (PAS)
- Dr. Timothy Daugherty, Head, Psychology Department (PSY)
- Dr. Jeanne Cook, Head, Physical Therapy Department (PT)
- Dr. Tona Hetzler, Head, Sports Medicine and Athletic Training Department (SMAT)
- Dr. Carol Langer, Director, School of Social Work (SWK)
- Dr. Susan Sims-Giddens, Dean’s Fellow for Student Development
- Dr. Helen Reid, Dean

CHHS Programs
The College provides career preparation in the expanding health care and human services professions by offering 17 baccalaureate degrees, 14 graduate degrees including three clinical doctorates, and four graduate certificates. Outstanding undergraduate students can select from five accelerated graduate degree options. In fall 2013, there were 4,114 students majoring in programs offered by the College of Health and Human Services.

Doctorates
- AuD Audiology
- DPT Physical Therapy
- DNP Family Nurse Practice

Masters
- M.S. Athletic Training
- M.S. Cell & Molecular Biology (accelerated option available)
- M.S. CSD Education of the Deaf & Hard of Hearing (accelerated option available)
- M.S. CSD Speech-Language Pathology
- M.S. Health Promotion and Wellness Management (accelerated option available)
- M.S. Nurse Anesthesia
- M.S.N. Nurse Educator (accelerated option available)
- M.S. Physician Assistant Studies
- M.P.H. Public Health (accelerated option available)
- M.S. Psychology (emphasis areas of I/O, Experimental and Clinical)
• M.S.W. Social Work

Graduate Certificates
• Dietetic Internship Graduate Certificate
• Forensic Child Psychology Certificate
• Post-Master’s Nurse Educator Certificate
• Sports Management Certificate

Baccalaureate
• B.S.A.T. Athletic Training
• B.S. Cell & Molecular Biology
• B.S. Clinical Laboratory Sciences
• B. S. Communication Sciences and Disorders
• B.S. Dietetics
• B.S. Exercise and Movement Science
• B.S. Ed. Physical Education
• B.S. Gerontology
• B.S. Health Services
• B.S.N. Nursing (4 year program)
• B.S.N. Nursing (RN to BSN Completion)
• B.A. Psychology
• B.S. Psychology
• B.S. Radiography
• B.S. Recreation, Sport, and Park Administration
• B.S. Respiratory Therapy
• B.S.W. Social Work

Access to Success

Program Quality and Student Learning Outcomes

Assessment of student learning outcomes and other quality indicators for programs in the College include reviews by accrediting agencies, periodic external program reviews, national exam scores, licensure/certification rates, and student awards.

Accredited programs
CHHS programs are accredited or approved by 13 national disciplinary organizations recognized by the U.S. Department of Education as listed in Table 1.

Table 1. CHHS Accredited* or Approved** Programs in 2013

<table>
<thead>
<tr>
<th>Accrediting Agency</th>
<th>Program</th>
<th>DEPT</th>
<th>Accredited through</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACEND</td>
<td>B.S. Dietetics*</td>
<td>BMS</td>
<td>2015</td>
</tr>
<tr>
<td>ACEND</td>
<td>Dietetic Internship Graduate Certificate*</td>
<td>BMS</td>
<td>2016</td>
</tr>
<tr>
<td>AGHE Program of Merit</td>
<td>B.S. Gerontology**</td>
<td>PSY</td>
<td>2017</td>
</tr>
<tr>
<td>ARC-PA</td>
<td>M.S. Physician Assistant Studies*</td>
<td>PAS</td>
<td>2019</td>
</tr>
<tr>
<td>CAATE</td>
<td>B.S.A.T. Athletic Training *</td>
<td>SMAT</td>
<td>2018</td>
</tr>
<tr>
<td>CAPTE</td>
<td>D.P.T. Physical Therapy *</td>
<td>PT</td>
<td>2018</td>
</tr>
</tbody>
</table>
Accreditation updates

- Dietetics faculty are writing the self-study for the B.S. Dietetics ACEND site visit December 7-9, 2014.
- Faculty in CSD’s EDHH program and Kinesiology’s BSEd Physical Education (K-12) program participated in the CAEP site visit.
- CEPH accepted the MPH Program response to the diversity criterion on October 8, 2013 with a letter stating that the program is now in compliance.
- The Nursing Department received approval of the substantive change regarding the post-baccalaureate DNP and the post-master’s DNP.
- The Nursing Department is preparing the self-study for the DNP program due August 11, 2014, and for a CCNE site visit scheduled for September 21-24, 2014.
- After a follow-up report was submitted to CAATE in December 2013, SMAT was awarded continuing accreditation until 2018.
- The BMS Department plans to transition the M.S. in Nurse Anesthesia to the DNAP. Curricular changes were approved by the Graduate Council and Faculty Senate in fall 2013.
- Due to review schedule changes at the national level, the RSPA program in the Department of Kinesiology has an extension with the next site visit during the 2014-2015 academic year followed by the hearing in the spring of 2015.

Program reviews
There were no external program reviews scheduled for 2013 other than the accreditation related activities. Programs previously reviewed continued to implement items in their action plans.

Action plan updates

- The SMAT department has achieved or made progress on the action plan established after the program’s external review in 2010 with continued work on 1) more formalized and consistent general medical rotations for all students; 2) marketing of program; 3) collaborating with other programs; and 4) increasing research productivity and external grant funding.

- MPH is in compliance with the diversity criterion, and continues to work on the curriculum sequence, monitoring graduation rates, and increasing focus on publication and grant proposals.
National and State Licensure/Certification Pass Rates

- Biomedical Sciences
  - Registration Examination for Dietitians: 96% for 2013; 100% for the Dietetic Internship
  - MSNA Certifying Board Exam: 100% pass rate 2013

- Communication Sciences and Disorders
  - Pass rates on licensure exams: M.S. – 100%; AuD – 100%

- Nursing
  - FNP – 100% first time pass rate on the ANCC or AANP FNP exam.
  - The first-time pass rate on the NCLEX-RN by the BSNs was 90.07% although the Department’s goal is for this to be higher. For entering 2013 BSN and BSNC classes, the program implemented a different standardized testing package with more remediation to improve the pass rate on the 2014 exam and increased the minimum passing exam score for all BSN nursing courses (average of 75% on all exams in each class).

- Kinesiology
  - In all four subtests of the PRAXIS the Physical Education Teacher Education students scored above the national average. During this review period, the program had a 93% first-time pass rate; only two students had to retake the test. All students did pass the PRAXIS and were certified.
  - All students in the Exercise & Movement Science specialty area are required to pass either the ACSM Health Fitness Specialist Certification Exam or the NSCA Personal Trainer Exam in order to graduate and thus are readily employable.

- Physical Therapy
  - Physical Therapy Licensure Examination: 96.3% first time pass rate, which is up from 93.10% in 2012. The program has a 100% ultimate pass rate each year for the past five years.

- Physician Assistant Studies
  - 2013 Exam Results: First time pass rate for 2013 was 88% (22/25); the three students not passing on the first attempt were successful on the next attempt (NCCPA National Pass Rate is 92%). This reflects a decrease from 96% (26/27) in 2012 and will be examined by the PAS Faculty in consultation with the PAS Advisory Board.

- Psychology
  - Some alumni of the MS Clinical Track take the LPC exam 1.5-3 years after graduation. Informal feedback to the track coordinator suggests that all who seek LPC status are passing the exam.

- Sports Medicine and Athletic Training
  - SMAT graduates must pass the National Athletic Trainers’ Board of Certification Examination to earn the ATC credential and gain employment as an athletic trainer. The SMAT 2012-2013 class had a 94.74% first time pass rate and a 100% ultimate pass rate. This was an improvement over the 81.82% pass rate reported for the previous year. The national first time 3 year aggregate average pass rate was 77% for 2011-2013.

- Social Work
  - Licensed Clinical Social Worker (LCSW) MSU pass rate was 86% (N=12/14); National pass rate was 78% for 2013.
  - SWK Master’s level exam MSU first time pass rate was 94% (16/17); National pass rate was 82% for 2013.
  - SWK Bachelor’s exam MSU first time pass rate was 100% (1/1); National pass rate was 78% for 2013.
Local exam
In 2012, the MPH program initiated the use of a "core exam" or qualifying exam that the students in the program must pass in order to be eligible to enroll in the field experience. This test was initiated to ensure that students progressing to the final stage of the degree had the necessary academic background to complete the field experience and the program. The test was administered twice in 2013, once in the fall and once in the spring. In the spring, six persons took the exam and 100% passed. The average overall score on the core exam was 3.45; 3.0 was the minimum required score. Three students were required to do remedial work in individual subjects in which their scores were less than 3; however, all had overall passing average scores. The test was also given to one person in the fall who passed with a 3.0 overall average and was required to do remedial work in epidemiology. The Program Director reports that the core exam has proven useful in assessing the knowledge retention of students across courses, challenging the students to apply information to realistic public health scenarios, and identifying subject matter within the curriculum that should be presented more thoroughly by the instructors. Based on the information in the test, the section on food-borne illnesses and outbreak investigations was expanded in the Environmental Health course, PBH 745.

Proficiency Profile Scores
National: 446 = 50th percentile; 466 = 80th percentile
- CHHS average 452.50 (up slightly from 451.64 in 2012)
- Biomedical Sciences 464.38
- Communication Sciences and Disorders 454.87
- Kinesiology 446.82
- Nursing 454.36
- Psychology 452.29
- Social Work 447.33
- Sports Medicine and Athletic Training 453.89

ACAT
- BMS
  Of the 56 CMB students taking the ACAT exit exam in 2013, 52 scored above the 80th percentile, and 4 scored in the 50th to 80th percentile.

Student Recognition and Awards
Students in CHHS programs were recognized for the following in 2013:
- Lucas BonDurant (CMB) participated in a summer internship through the Hispanic Amgen Scholars program, which also provided tuition monies for the next year.
- Uzma Ahktar, AuD student, was a research fellow at Washington University during the summer 2013.
- The Missouri Speech Language Hearing Association Quest for the Cup Student competition.
- The MSU ATEP quiz bowl team placed 1st at the state competition and third in the district.
- MPH students received awards at the 2013 Annual Graduate Interdisciplinary Forum
  - Jemina Shikany - Poster award for "Public Health traveler's issues and the healthcare system in Yemen."
  - Philomina Amofah - Oral presentation award for "What are our children eating? An assessment of children's diet in a Missouri community."
- Avinav Batra received a student poster award "Understanding the characteristics associated with low SES and smoking in southwest Missouri," at the Missouri Public Health Association 2013 annual meeting.
- Brian Jefferis, a Missouri State senior majoring in psychology, placed second at the Missouri Academy of Science for his presentation of a collaborative research effort on the topic of how elders
are adapting to and using various electronic devices. The research team also included Kelsey Maloney, Emily Kiehne, and Kristine Sinor.

- **Psychology students received awards at the 2013 Annual Graduate Interdisciplinary Forum:**
  - Outstanding Research Assistant and Oral Presentation – **Monica Hill** (Clinical Track)
  - Outstanding Teaching Assistant – **Nicole Mardirosonian-Brocaille** (I/O Track)
  - Poster Presentation – **Marilee Teasley** (Experimental Track) and **Amanda Wernli** (I/O Track)
  - Oral Presentation – **Sequana Tolon** (I/O Track)

- **Great Plains Students’ Psychology Convention 2013 - MSU award recipients:**
  - Karolina Gryglewicz received a second place award for her poster titled, “Examining Gender Differences and the BSRI.”
  - Madison Cochran received a second place award for her presentation titled, “Effect of Stress on Facial Recognition in College Participants.”
  - MaryJo Kolze received both the first and second place awards in a single session for her Honors Thesis titled, “Effects of Different Head Coverings on Perceptions of Females,” and her earlier work in the area titled, “Cultural Bias: the Effect of Head Coverings on Female Attractiveness Ratings.” She also received a first place award for her presentation titled, “Personality and Self-Bias in Memory of College Students.”

- **Three PAS students presented posters at the July 2013 annual meeting of the Missouri Academy of Physician Assistants**

**Assessment Activities**
- Programs reviewed their assessment processes and learning outcomes, and revised as appropriate.
- Several CHHS faculty participated in the Quality Indicators Project (QIP) Public Affairs Assessment

**Curricular changes resulting from assessment and accreditation changes**
- **BMS**
  - BMS 494 was changed to a graded section incorporating the ACAT exit exam which improved the attitude of the students with respect to the exam. BMS continued to provide supplemental instructions (PASS) for BMS 110, BMS 307 and BMS 308. The retention rate in BMS 307 improved between 2012 and 2013. However there was a decline in retention in BMS 308. The department plans several changes to improve participation in the PASS sessions.
  - Undergraduate programs had to revise requirements secondary to changes in the General Education requirements to become effective fall 2014.

- **Kinesiology**
  - DESE has indicated numerous changes will go into effect over the next two years so the Physical Education Teacher Education (PETE) Curriculum Committee has begun work to make the changes a seamless transition.
  - Physical Education faculty assisted in the revision of the Teacher Candidate Evaluation (student teaching) to align with MoSPE standards and to include the PEU Diversity Proficiencies.
  - Appropriate syllabi were aligned with PEU Diversity Proficiencies and how the proficiencies will be assessed has been included in the NCATE/CAEP Institutional Report for the Standard 4 Diversity.
  - KIN 550 Organization and Administration for Kinesiology Professionals was developed and offered successfully. Students also report this course as being very helpful in preparation for the certification exams in EMS.
• Physical Education and Exercise and Movement Science modified the program requirements by requiring majors to earn a C or better in all KIN core courses, and Physical Education increased the GPA for graduation from a 2.5 to a 2.75.

• Nursing
  - Last class of MSN- FNP admitted summer 2012 – and will graduate May 2014.
  - BSN – The BSN course scheduling revised to distribute workload across the semesters. Changed provisional admission (Honors College, ROTC, military) to 3.6 or higher cumulative GPA (from 3.5). New standardized testing package implemented (Kaplan).
  - An additional DNP project introduction course added to assist students in the Development of a change project.
  - Mandatory orientation and Typhon tracking required for the BSN-C and MSN-Nurse Educator.

• Social Work
  - Social Work completed curriculum mapping and revision of admissions processes for the BSW and MSW programs. The School also completed curricular revision of the BSW program.

**Revised General Education Program**
Several departments submitted existing, revised or new courses for the revised general education program:

- BMS 100 Concepts and Issues in the Life Sciences
- BMS 105 Concepts and Lab in the Life Sciences
- BMS 110 Introduction to the Biomedical Sciences
- BMS 111 Introduction to Lab in the biomedical Sciences
- KIN 210 Healthy Lifestyles: Preventive Approaches
- KIN 286 Ethics and Diversity in American Sport
- NUR 472 Writing II: Nursing Research and Scholarly Writing
- PSY 121 Introductory Psychology
- SWK 219 Human Diversity

**Program Development and Implementation**
Faculty in CHHS developed academic programs consistent with the mission during 2013.

- The Psychology Department developed the Master of Science in Applied Behavior Analysis with the cooperation of the Special Education Department in the College of Education.
- The BMS Department implemented the B.S. in Health Services to provide allied health professionals with associate degrees or certificates opportunities for professional growth, preparation for leadership positions, and career advancement, and to provide a foundation for those who plan to enter the workforce in non-clinical healthcare support positions or wish to progress into graduate programs.
- The EDHH implemented a certificate program.
- The curriculum for the Doctor of Nurse Anesthesia was approved by the Graduate Council and Faculty Senate.
Program Recognition

- The Biomedical Sciences Department was selected for a media feature, ASCB-TV, produced by Websedge, and shown at annual meeting of The American Society for Cell Biology (ASCB). It is available on the ASCB web page at [http://www.websedge.com/videos/ascb_tv/#/biomedical_science_at_its_best](http://www.websedge.com/videos/ascb_tv/#/biomedical_science_at_its_best). This feature will be available on the ASCB web pages. The department retained all copyrights and currently uses the video on the webpages as well as at recruitment events.

Employment and Admission to Graduate/Professional Schools

- All 2012-2013 internship graduates who sought employment in dietetics were employed within 3 months of graduation.
- SMAT reported 100% employment or acceptance into graduate/specialty program - 19 graduating seniors – 11 students entered a MS program (3 entered a Master’s program directly related to athletic training, the remaining 8 entered an MS program related to athletic training - all received funded graduate assistantships working as athletic trainers), 4 entered the AT profession directly, 4 applied and were accepted to PT programs.
Access, Enrollment, and Retention

Alternative Course Delivery
CHHS increased student access by offering more courses via alternative delivery methods. The delivery method with the greatest growth in student credit hours was the blended format, followed by the growth in internet courses (Table 2). Expanded use of interactive video for distance education, resulted in a 475% increase in credit hours. Evening/weekend credit hours increased by 11%. There were slight declines in intersession, dual credit and traditional courses.

Highlights include:
- The PSY 121 team continued to refine the redesign of PSY 121 as part of the state’s NCAT project, resulting in increased student acceptance. The blended format incorporates interactive learning assignments. Senior Learning Assistants and Undergraduate Learning Assistants provide additional student support.
- CHHS offered three programs that could be completed entirely online: a BSN-completion degree, the B.S. Health Services-Clinical Option, and a Sports Management graduate certificate.
- Online sections of CHHS general education courses, including BMS 105, KIN 100, NUR 472, and PSY 121, are offered each semester, and all except NUR 472 are offered during the summer session.
- MSW courses taught at Joplin and West Plains were the main source of CHHS off campus credit hours. Use of interactive video by the School of Social Work also resulted in the large increase in the percentage of credit hours by this delivery method.
- All courses taught by MPH faculty are offered in non-traditional formats on a rotating basis, including evening, executive style and online. Only one required course, MGT 701 Health Services Organizations, which is taught by another college, is not offered in either executive style or online.
- Nursing continues to be very active in offering courses in multiple formats – e.g. blocking on Tuesdays for FNP, online (all for BSNC, and MSN Nurse Educator), hybrid courses in the summers for MSN, and adding appropriate online formats for non-clinical BSN courses. Nursing also offers electives on the weekends (Emergency Care), which draws students and community.
- The Biomedical Sciences Department reported a decline in dual credit due to retirement of previous teachers with no one to replace at these at the high schools with the appropriate credentials. The Department developed a BMS Dual Credit Policy to support new faculty, and worked with the Dual Credit Office to support potential Dual Credit instructors. One potential at Hillcrest did not complete the process.
- The Biomedical Sciences Department reported the increased use of MediaSite recordings to augment content in several courses.

Table 2. Student credit hours by alternative delivery methods.

<table>
<thead>
<tr>
<th>Format</th>
<th>SCH CY2012</th>
<th>SCH CY2013</th>
<th>SCH Change</th>
<th>SCH % Change</th>
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<tbody>
<tr>
<td>Arranged</td>
<td>2,194</td>
<td>2,481</td>
<td>287</td>
<td>13%</td>
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<tr>
<td>Blended</td>
<td>6,547</td>
<td>8,433</td>
<td>1,886</td>
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<tr>
<td>Dual Credit</td>
<td>772</td>
<td>746</td>
<td>-26</td>
<td>-3%</td>
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<tr>
<td>Evening/Weekend</td>
<td>8,852</td>
<td>9,782</td>
<td>930</td>
<td>11%</td>
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<tr>
<td>Interactive Video</td>
<td>84</td>
<td>483</td>
<td>399</td>
<td>475%</td>
</tr>
<tr>
<td>Internet</td>
<td>5,577</td>
<td>6,655</td>
<td>1,078</td>
<td>19%</td>
</tr>
<tr>
<td>Intersession</td>
<td>551</td>
<td>537</td>
<td>-14</td>
<td>-3%</td>
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<tr>
<td>Media/Telecourse/CD</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0%</td>
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<tr>
<td>Off Campus</td>
<td>3,523</td>
<td>3,618</td>
<td>95</td>
<td>3%</td>
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<tr>
<td>Traditional</td>
<td>52,502</td>
<td>51,398</td>
<td>-1,104</td>
<td>-2%</td>
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<tr>
<td>TOTAL</td>
<td>80,602</td>
<td>84,133</td>
<td>3,531</td>
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</table>
Enrollment

Undergraduate Students

Enrollment reports at census indicate that there were 4,114 students majoring in CHHS programs in fall 2013 (Figure 1). The College experienced growth in both undergraduate and graduate majors, and all CHHS departments increased between 2012 and 2013, with an overall increase of 6.4% (Figure 2). In terms of student numbers, the departments experiencing the greatest growth between fall 2012 and 2013 were BMS, KIN, and Nursing. Units with the highest percentage of growth were MPH, SMAT and NUR.

Enrollment growth can be attributed to offering high demand degree programs as well as initiatives and recruitment efforts by the departments.

- The Biomedical Sciences department actively recruits students for all programs and developed a video promoting the CMB program.
- The Nursing Department continued the successful Nurse-for-a-Day recruiting events.
- Demand for the BSN continues to be high, with the number of pre-nursing students increasing by 75-100 every year. The department had one of the highest qualified BSN pools since starting the program, with approximately 23 Honors College Students and one military active duty admitted through provisional admission to the BSN program. The Department will allocate one additional provisional admission seat in the BSN program to ROTC next year.
- The numbers of pre-nursing and BSNC students, and applications to the BSNC are up – especially in the BSN-C Crowder Scholars Program, with very qualified students in the program.
- MSN Nurse Educator admissions were up – with 11 admitted in 2013.
- Implementation of the MSW cohort at West Plains and the BSW at Crowder College increased enrollment in Social Work.
- The DPT program accepted an expanded cohort of 40 students for the first time in fall 2013.
- The MS PAS program accepted a cohort of 32 students in January 2013.
- The College developed the Health Professions Scholars program pathway to recruit high achieving high school students interested in Audiology, Physical Therapy, and Physician Assistant Studies
  - HPS program participants will have guaranteed interviews for selected graduate programs.
  - Developed recruitment materials and promoted at Showcase and other events
- Targeted recruitment initiatives
  - CSD received an award of $16,556 from the Provost for “Preparing SLP Assistants and Supervisors”
  - Drs. White and Wang (CSD) received $6,600 from the Graduate College for “Marketing Plan for the Education of the Deaf and Hard of Hearing Online graduate certificate.”

Figure 1. CHHS majors 2009-2013.

Figure 2. CHHS majors by department from 2009 - 2013.
Retention

Undergraduate first time college retention.
CHHS has made progress toward the 80% retention target in the MSU 2011-2016 Long-Range Plan. Undergraduate retention of first time new to college students was 77.54% for fall 2013 (Figure 3), an increase from 74.00% in 2012. The departments with the highest retention were BMS, CSD, KIN, and SMAT, whereas NUR, PSY, and SWK continued to have lower retention. Although the BSN program increased the cohort size from 41 to 61 students between 2009 and 2012, the program is unable to accommodate all qualified applicants. Pre-nursing students unable to gain admission to the MSU program enter other nursing programs throughout the state, including hospital based programs. The implementation of a track in the BS in Health Services degree has provided some pre-nursing students with alternative career pathways. Students this degree can apply to an accelerated BSN program upon graduation. Although MSU does not offer this degree option for Nursing, there are a number of public and private institutions in Missouri offering accelerated BSN programs. Other options for these students include entry into MPH or MHA programs.

In contrast to the retention of pre-nursing students, retention in the BSN program is excellent with 90% retention in the BSNC program; 96% retention in the BSN class admitted in 2011; and 95% for the BSN class admitted in 2012. Transfers into the program allowed for full or nearly full graduation classes.

Transfer student retention
Overall retention of first time transfer students by CHHS programs was 72.39% in fall 2013 (Figure 4), which was an increase from 69.15% in fall 2012. The percent retained by CHHS departments from fall 2012 to fall 2013 ranged from a high of 86.36% for CSD to 59.18% for Nursing.

Kinesiology and Psychology had the largest numbers of undergraduate first time transfer students in fall 2012, with 72 and 78, respectively. The Psychology Department developed a new approach to welcoming and advising transfer students in which they purposefully reach out to admitted transfer students, seek immediate connections, and ensure they are able to enroll in at least seven key PSY credits in the first semester to facilitate a smooth transition to MSU.
**Graduate Student Retention**
Retention of graduate students varied among CHHS Departments (Figure 5) with an overall retention of 91.09% from fall 2012 to fall 2013. Lowest retention rates were experienced by KIN, PSY, and MPH.

- The MSAT program admitted the first cohort of this new program in fall 2012. As of fall 2013, 8 out of the 9 students (88.29%) continued in the program. The student who did not return had started the program with the intent of getting his GPA up and pre-requisites met to apply to a PT program for fall 2013.

- Nursing retention in graduate programs averaged 89.13%.
  - Nurse Educator - lost 1 (94% retention);
  - FNP – lost 3 out of 36 students due to grades (88% retention);
  - PM – DNP – lost 5 (50%) due to lack of time, lack of technology ability, etc. The department plans to reconsider evaluation of technology and motivation to pursue the program.
  - BSN to DNP –admitted 8 and lost 2 (25%) due to personal reasons – family issues, lack of time with work. The Department will continue to work on evaluating commitment and motivation prior to acceptance.

- Retention in the Psychology master’s emphasis areas ranged from 84.21% for clinical to 95.65% for Industrial/Organizational. The Forensic Child Psychology certificate program retained 66.67% (4 of 6 students who started in 2012).

**CHHS Retention Initiatives**

**Living Learning Community.** CHHS continued the Living-Learning Community (LLC) for students interested in the health professions, a college-wide initiative to increase student success and retention rates. CHHS Faculty Fellows are involved with the students, from organizing the LLC experience to delivering programs, study sessions, and informal instructional programs. Kinesiology supports a separate LLC.

**Nursing recruitment and retention program.** Nursing continued its pre-nursing students (including picnics, informational workshops, newsletters three times a year, Facebook, twitter, simulation day, Nurse-for-a-Day).

**Enhanced advisement.** CHHS has a Pre-Health Adviser who advises students interested in health careers who have not yet been admitted to degree programs. Most CHHS faculty members have achieved Master Advisor status and several staff members who regularly interact with students completed Basic or Master Advisor training.

**Supplemental Instruction and Peer Assisted Study Sessions (PASS).** During 2013, BMS provided Peer Assisted Study Sessions for BMS 110, BMS 307 and BMS 308. Nursing holds brown bag lunches and individualized tutoring for majors in nursing courses as needed – especially nursing research, pharmacology, and medical-surgical.

**Course redesign.** The Psychology department continues to refine the redesign of PSY 121: Introduction to Psychology that was completed during the National Center for Academic Transformation (NCAT) project. The Biomedical Sciences Department also redesigned BMS 110 to include more active learning.
Student Credit Hours

Total Student Credit Hours
Growth in total CHHS student credit hours (SCH) continued with a 4.4% increase between fall 2012 and fall 2013 for a total increase of 15.5% in the past five years (Figure 6). The strongest growth occurred in upper division SCH with a 21.7% increase during this period. Graduate credits also increased by 14.9% between 2009 and 2013.

Credit Hours by Level
During 2013, 34% of CHHS credit hours generated were lower division (LD) courses, whereas 46% were upper division (UD) courses (Figure 7). The distribution of credit hours has not changed since the 2012 report when there was a 2% shift from LD to UD between 2011 and 2012. There is considerable variation among departments with NUR producing no lower division credits while PAS, PT, and MPH generate only graduate credits.

CHHS SCH by Department
Three departments, PSY, BMS, and KIN, contributed 69% of the total credit hours (Figure 8). Psychology, the largest department in CHHS in number of majors (904) and faculty, produced 30% of the credit hours for the College. The fourth largest department in terms of majors (666), BMS, generated 21% of the total credit hours. The second largest department, KIN, with 844 majors, produced 18% of the credit hours in the college. Nursing, third in the number of majors (724), offers only upper division courses, including a general education course for their majors, and graduate level courses. All departments increased credit hours between 2012 and 2013 except CSD, which had a decrease of 181 SCH, and PAS, which had a minor decline of three credit hours (Figure 8).
CHHS General Education SCH

Four CHHS departments provide general education courses (Figure 10). Three units (PSY, BMS, KIN) offer lower division general education courses, which serve students from CHHS as along with students from other colleges. Psychology produced 46% of the general education SCH from CHHS, while BMS and KIN generated 28% and 24% of the credit, respectively. A fourth department, Nursing, offers an upper level Writing II general education course that generates 2% of the general education credit hours produced by the College.

Reports generated for CHHS general education credit hours were inconsistent. It appears that CHHS produced 16,191 SCH in 2013, a slight increase from 15,877 in 2012 (Figure 11). However, the 2012 Annual Report included a figure of 16,685 SCH, which was greater than the credit hours for 2013. The College has experienced a decline in the percentage of SCH attributed to general education from 2011, when these courses accounted for 25% of total credit hours.

An increase in transfer students who had already completed general education courses contributes to this decrease. Changes in the general education program of the University may result in future declines when fully implemented because PED 100 will no longer be required for all students. Although the Kinesiology Department has two courses that contribute to the new general education program, they are not required of all students.

Graduate credit hours

All units in CHHS produced graduate credit hours in 2013 (Figure 12). The Physical Therapy Department experienced the largest increase in credit hours (253), which was a 6.5% higher than 2012 as the department admitted its first cohort of 40 students. With the admission of the second cohort of MS AT majors, the SMAT Department experienced the highest percentage increase in graduate credit hours. The MPH program, BMS Department, and School of Social Work increased credit hours by 13.8%, 12.0%, and 8.5%, respectively. Three departments, CSD, NUR, and KIN, produced fewer graduate credit hours in 2013 than in 2012. It is expected that Nursing graduate credit hours will increase once the DNP achieves accreditation following a site visit in fall 2014.
**CHHS Graduates**
CHHS graduated 872 students in 2013 (Table 3).

Table 3. CHHS 2013 graduates.

<table>
<thead>
<tr>
<th>DEPT</th>
<th>Program</th>
<th>CY2013</th>
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<tr>
<td>Biomedical Sciences</td>
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</tr>
<tr>
<td></td>
<td>Cell and Molecular Biology-BS</td>
<td>52</td>
</tr>
<tr>
<td></td>
<td>Cell and Molecular Biology-MS</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>Clinical Lab Medical Tech-BS</td>
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</tr>
<tr>
<td></td>
<td>Dietetic Internship-GRCT</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>Dietetics-BS</td>
<td>30</td>
</tr>
<tr>
<td></td>
<td>Nurse Anesthesia-MS</td>
<td>13</td>
</tr>
<tr>
<td>Communication Sciences and Disorders</td>
<td>Audiology-AUD</td>
<td>12</td>
</tr>
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<td></td>
<td>Comm Sci &amp; Dis/Audio-BS</td>
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<tr>
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<td>Comm Sci &amp; Dis/Deaf-Accrtd-MS</td>
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</tr>
<tr>
<td></td>
<td>Comm Sci &amp; Dis/Deaf-BS</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>Comm Sci &amp; Dis/Deaf-MS</td>
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<tr>
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<td>Comm Sci &amp; Dis/Sp-Lang Path-MS</td>
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<td>Comm Sci &amp; Dis/Spch-BS</td>
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<td>Kinesiology</td>
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<td>Exercise &amp; Mov/Prepr-BS</td>
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<td>Health Promo &amp; Wellness Mgt-MS</td>
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<td>Physical Educ-BSED</td>
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<td></td>
<td>Radiography/Management-BS</td>
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<td>Radiography/Science-BS</td>
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<tr>
<td></td>
<td>Rec, Sport &amp; Park Admin-BS</td>
<td>24</td>
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<tr>
<td></td>
<td>Respiratory Therapy/Mgt-BS</td>
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<td>Gerontology-BS</td>
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<td>Psychology/Clinical-MS</td>
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<td>Psychology/Experimental-MS</td>
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<td>Psychology/Industrial Org-MS</td>
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<td>Sports Medicine/Athletic Training</td>
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**Delaware Study comparisons**

Updated CHHS comparisons with Delaware Study were not available on Bear Intelligence when this report was prepared. Delaware data from 2012 are presented in Table 4. Comparisons support other observations that more faculty members are needed to support selected programs while others have capacity to handle additional students. Nursing had the highest All Faculty Combined MSU SCH/Delaware SCH at 120.5 while BMS had had the highest MSU SCH/FTE for Tenured/Tenure-Track Faculty of 146.6, an increase from 134.57 in 2011. PSY had the highest MSU SCH/FTE at 332. Both MPH and CSD have capacity for growth.

Table 4. CHHS comparisons with 2012 Delaware Study data (2013 was not available).

<table>
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<tr>
<th>Dept</th>
<th>Delaware Faculty Group</th>
<th>MSU SCH/ DEL SCH</th>
<th>MSU AVE Sect/ DEL AVE Sect</th>
<th>MSU SCH per FTE Faculty</th>
<th>MSU Sect per FTE Faculty</th>
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<td>c) Supplemental Faculty</td>
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<tr>
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<td><strong>91.2</strong></td>
<td><strong>161.0</strong></td>
<td><strong>3.1</strong></td>
<td><strong>4.2</strong></td>
</tr>
</tbody>
</table>
**Credit Hours by Faculty Classification**
Credit hour production by tenured/tenure-track faculty, supplemental faculty, and graduate assistants increased between 2012 and 2013 (Figure 13). There was a decline in credit hours by other regular faculty and other faculty.

**Average Section Size**
Sections for undergraduate courses ranged from approximately 20 students for Social Work and SMAT to 30 or more for BMS, CSD, NUR, and PSY (Figure 14). Although PSY, BMS, and KIN offered large lecture sections of several courses, lab sections were generally 20-24 students. Sections for graduate courses were smallest for SMAT and Nursing with fewer than 10 students. Sections for the two programs that admit large student cohorts, PT and PAS, were the highest.

**Student to Faculty Ratios**
There was a wide variation in student to faculty ratios among departments ranging from 8.9 and 9.3, respectively for SMAT and MPH to 23.0 for PSY (Figure 15). In some cases accreditation standards specify the ratio that must be maintained, such as Social Work, and the programs are in compliance with those standards.
Public Affairs Integration

CHHS integrates Missouri State University’s statewide mission in public affairs of community engagement, cultural competence, and ethical leadership into each degree program.

Cultural Competence

- Dr. Shurita Thomas-Tate (CSD) offers an undergraduate course, CSD 388 Cultural and Linguistic Diversity, each summer.
- Cultural Competence is defined and practiced in the School of Social Work in a required Diversity course (SWK 219 & SWK 730) at the undergraduate and graduate levels. In addition, diversity issues (i.e., health disparities among minorities, culturally appropriate counseling skills, etc.) are stressed in theory, research, and practice courses.
- Students in the Kinesiology Department experience interactions with groups who are diverse in various ways. In Motor Learning and Adapted Physical Education, students work with preschool children of low socio-economic status in Head Start programs and with cognitively disabled adults from Arc of the Ozarks. Kinesiology students work in a community setting that is ethnically diverse, as they do in internship settings.
- The DNP program has a focus on community leadership and health disparities. All students in BSN and FNP work with underserved populations. A new population health service learning course was added to the MSN curriculum focuses on health disparities and the underserved.
- In addition to experiences in a range of courses, the Psychology capstone course, PSY 411 (Psychology of Diverse Populations) focuses students on integrating their experiences in the context of cultural competence. At the graduate level, PSY 761 (Ethical and Professional Issues) addresses ethics and cultural competence in a manner consistent with each track of the MS program.

Study Away

The number of CHHS students participating in study away experiences increased from 32 students in AY 2009-10 to 90 in AY 2012-13. The number participating in semester long study away experiences has remained relatively steady while there has been increase in the number involved in short-term faculty led study experiences.

CHHS highlights include:

- Dr. Letitia White, Department Head of Communication Sciences and Disorders, received the 2013 Award for Excellence in Community Engagement in Study Away Programming (Figure 16). Dr. White led a group of MSU students on a service-learning program to rural Nicaragua, where they administered hearing and speech evaluations to more than 200 children and adults; delivered and fitted hearing aids; and held a workshop for host community parents.
- Carmen Boyd, BMS/Dietetics, led an International Service Learning study to El Salvador as well as study tours to Tanzania, Italy, and Ireland.
- BMS continues to support student participating in Medical Mission trips to Costa Rica and Peru through a partnership with FIMRC.
- The Nursing faculty led a study away program planned to Jamaica in spring 2013.

Table 5. CHHS study away participants.

<table>
<thead>
<tr>
<th>AY Year</th>
<th>Semester Study Away</th>
<th>Short-Term Faculty Led</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009-10</td>
<td>20</td>
<td>12</td>
<td>32</td>
</tr>
<tr>
<td>2010-11</td>
<td>18</td>
<td>22</td>
<td>40</td>
</tr>
<tr>
<td>2011-12</td>
<td>23</td>
<td>52</td>
<td>75</td>
</tr>
<tr>
<td>2012-13</td>
<td>21</td>
<td>69</td>
<td>90</td>
</tr>
<tr>
<td>4-Yr. Total</td>
<td>82</td>
<td>155</td>
<td>237</td>
</tr>
</tbody>
</table>

Figure 16. Dr. Letitia White (center) who was awarded an Excellence in Study Away Award, with Provost Einhellig and President Smart.
Ethical Leadership
Ethical leadership is developed though academic and extracurricular experiences associated with each program and modeled by faculty.

- Randi Davis, CSD, was elected to the national Student Academy of Audiology board
- Kelsey Stauffer was elected as Core Ambassador for the Missouri Physical Therapy Association - student Special Interest group (MSSIG)
- Courtney Chesang was elected as the Secretary of the Missouri Physical Therapy Association - Special Interest Group (MSSIG)

Community Engagement

CHHS Multidisciplinary Forum
CHHS faculty hosted the 2013 CHHS Multidisciplinary Forum in fall 2013 for students, faculty, staff and the community. The topic was Health Care Reform: The Professionals' Perspective.

Service Learning
Updated service learning information is not available at this time. CHHS students contributed a total of 23,757 hours in service learning to the community during 2012. Approximately 85% were from integrated service learning courses in which 725 students provided 20,116.75 hours to the community. Component service learning courses accounted for 3,640.25 hours provided by 86 students. Highlights include:

- BMS 300 service learning sections expanded to include BMS/CMB courses BMS 321, 521, and 525, which were implemented with a specific community partner, the Discovery Center. Dietetics has integrated or component service learning associated with five courses.
- BSW Students participate in 40 hours of service learning activities in a community agency through the Office of Citizenship and Service-Learning (CASL). This experience has been vital to community awareness and participation. Students enrolled in 300-level Service-Learning in 2012 through 3 social work courses: SWK 205, SWK 212, and SWK 219.
- All students in the undergraduate nursing program take at least 6 credit hours of integrated service learning courses in BSNC – NUR 442-6; BSN – NUR 442-6, and NUR 482-6, and all FNP students take 1 credit hour of service learning with underserved populations.

Community Engagement
CHHS faculty and students participated in the following community programs:

- Jennifer Kerr, CSD, volunteers with the Caregiver Support Group at Wesley United Methodist Church and initiated caregiver support group at MSU for spouses and adult children of adult clients with aphasia and cognitive linguistic disorders.
- Sarah Barber, CSD, participated in the Sertoma Boys and Girls Club Healthy Ears Project which provides hearing screenings to children, with assistance of students
- Letitia White, CSD, serves as Clinic director for Special Olympics Healthy Hearing in Missouri at Special Olympics.
- Karen Engler supervises student volunteers from CSD 380 at Culpepper Senior Living, Waterford, Boys and Girls Club, Champion Athletes, Hand in Hand Multicultural Center, and the Deaf Awareness Group.
- Dr. David Claborn, MPH, served on the “MAPP to Health” Committee to assess the local public health system for the Springfield-Greene Country Health Department.
• Dr. Belle Federman oversees the evaluation component of a federally-funded alliance to improve the health of the Springfield community, the Health Living Alliance.

• Dr. Belle Federman served on the Institutional Review Board for Mercy Health.

• Sharon Giboney and Roberto Canales provided pro bono medical care services to The Kitchen clinic one afternoon each week.

• Dr. Melinda Novik and students in Exercise and Movement Science assisted with the Walking School Bus program, a program of the Childhood Obesity Action Group.

• Students and faculty from Exercise and Movement Sciences, Dietetics, and CSD were involved in Special Olympics.

• Physical Therapy faculty provided pro-bono clinical practice/student mentoring at Jordan Valley Community Health Center.

• Kinesiology faculty served on community boards for Arc of the Ozarks, Head Start, Springfield Greene County Park Board, Childhood Obesity Action Group, Downtown YMCA Branch Board, and Jordan Valley.

• Kinesiology faculty held offices and/or editorships or hold positions of responsibility with ACSM, American Journal of Health Education-editor, Applied Research in Coaching and Athletics Annual-editor, PECentral, NRPA accreditation reviewer, Journal of American College Health, American Journal of Health Behavior, Journal of Health Education

• Missouri State University’s Department of Kinesiology was the first university to partner with Clemson and the Play Conference.
Engaged Inquiry

CHHS departments foster engaged inquiry by encouraging and supporting undergraduate research, graduate student travel to conferences, and faculty development.

**CHHS Student Research Symposium**
CHHS sponsors an annual Student Research Symposium each spring where students present their research to their peers, University faculty, and guests from the community (Figure 17). Graduate students are encouraged to participate in the Interdisciplinary Forum organized by the Graduate College.

- 17th annual CHHS Research Symposium
- 77 posters
- 166 students
- 35 faculty mentors

**Figure 17. CHHS Student Research Symposium.**

**Graduate Student Theses and Projects**
According to the results of a search of the Graduate College database, CHHS departments there were 21 graduate theses completed in 2013.

- BMS - 3 theses
- CSD - AuD 3 theses; SLP 2 Theses
- KIN - 3 theses
- NUR - 6 theses
- PSY - 10 theses

Other graduate students complete graduate projects to fulfill the research requirement for their degrees.

- BMS - 11 MSNA projects; 5 DI projects; 3 CMB projects
- CSD - AuD 9 projects; SLP 28 projects; EDHH 5 projects
- NUR - 8 MSN projects
- PAS - 25
- PT: 26 projects
- SWK: 39 projects

**Undergraduate Student Research**
- BMS 19 students involved in BMS 498;
  4 students in BMS 499
Faculty Publications
Total CHHS faculty peer reviewed publications increased from 39 in 2009 to 56 in 2013 according to data faculty entered into the Digital Measures system (Figure 18). This report includes books, book chapters, and journal articles with publication dates in the selected years that are entered correctly by the faculty. Articles accepted for publication, book reviews, technical reports, and other scholarly reports are not included. CHHS implemented a scholarship incentive program in fall 2012.

Faculty Presentations
CHHS faculty presented poster and oral presentations at numerous national and international conferences as well as local and regional events as recorded in Digital Measures (Table 6).

External Funding
CHHS increased the amount of funding from external grants/contracts awards during FY13 with a total of $2,027,848 from 48 awards reported in the final FY13 report to the Board of Governors (Table 7). This represents an increase from the previous year’s total of $1,119,913. In 2012, CHHS implemented an incentive plan to reward faculty who submitted proposals for external funding by providing additional faculty develop funds for travel. The Nursing Department received the largest amount of external funds with a total of $467,825 for research, education and service grants submitted by six different PI’s. The Department of Communication Sciences and Disorders received $337,666 for proposals submitted by six PI’s for education, service and student support. The School of Social Work received $311,423 for proposals submitted by two PI’s. The Biomedical Sciences Department received the most funds for research with $179,392 for projects submitted by two PI’s.

Table 6. Presentations by CHHS faculty during 2013.

<table>
<thead>
<tr>
<th>DEPT</th>
<th>Local</th>
<th>State</th>
<th>Regional</th>
<th>National</th>
<th>International</th>
</tr>
</thead>
<tbody>
<tr>
<td>BMS</td>
<td>13</td>
<td>12</td>
<td>8</td>
<td>13</td>
<td>8</td>
</tr>
<tr>
<td>CSD</td>
<td>6</td>
<td>4</td>
<td>9</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>KIN</td>
<td>5</td>
<td>6</td>
<td>4</td>
<td>11</td>
<td>1</td>
</tr>
<tr>
<td>MPH</td>
<td>1</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NUR</td>
<td>2</td>
<td>2</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>PAS</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PSY</td>
<td>4</td>
<td>5</td>
<td>11</td>
<td>33</td>
<td>2</td>
</tr>
<tr>
<td>PT</td>
<td>1</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SMAT</td>
<td></td>
<td>5</td>
<td>2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SWK</td>
<td>12</td>
<td>36</td>
<td>30</td>
<td>72</td>
<td>19</td>
</tr>
<tr>
<td>TOTAL</td>
<td>44</td>
<td>36</td>
<td>30</td>
<td>72</td>
<td>19</td>
</tr>
</tbody>
</table>

Table 7. CHHS FY12 and FY13 Grant and Contract Activity

<table>
<thead>
<tr>
<th>YR</th>
<th># Applying</th>
<th># Awarded</th>
<th>Credit Share*</th>
<th>Actual**</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Staff Faculty</td>
<td>Staff Faculty</td>
<td>Grants/Contracts</td>
<td>Award</td>
</tr>
<tr>
<td></td>
<td>FY</td>
<td>Submit</td>
<td>Awards</td>
<td>$</td>
</tr>
<tr>
<td>12</td>
<td>3</td>
<td>24</td>
<td>11</td>
<td>51</td>
</tr>
<tr>
<td>13</td>
<td>4</td>
<td>32</td>
<td>19</td>
<td>70</td>
</tr>
</tbody>
</table>

* Credit Share - divides the proposals/awards between the PI’s, therefore proposals/awards may be reflected in the totals more than once.
** Actual - proposals/awards will only be shown in the originating unit.

- Nursing received the DHHS Advanced Nursing Education Traineeship Funds non-competitive renewal for $152,746.00 for 13-14– which paid all tuition and fees, plus a stipend for all full-time MSN-FNP students.
- Kathryn Hope submitted a BSNC Program Development grant for Missouri DHE, which was funded for $144,000.00 Paid for one new faculty, Dr. Lucretia Smith, with a doctorate for BSNC program. Funding continued for 2013-2014.
Partners for Progress

Affiliation Agreements
CHHS maintained over 1,000 affiliation agreements with health care organizations, schools and community agencies and developed additional partnerships (Appendix A).

Partnerships
- CHHS continues to work cooperatively with UMKC and other MSU units on the implementation of the PharmD. Ian Alaimo, the CHHS ITTS, chaired a search for a Video Communication Administrator-PharmD for UMKC.
- The PAS partnership with Crowder College and Freeman Hospital will provide opportunities for students at Crowder interested in the PA program.
- SWK worked with Ozarks Medical Center and MSU West Plains to begin offering courses leading to the MSW program.
- The Missouri Mentoring Partnership (MMP) has been helping at-risk youth through adult mentoring for over a dozen years. MSW Graduate Assistants serve as case managers and work directly with clients under the supervision of licensed social workers. The students lead groups, network within the community, and conduct research that will increase the effectiveness of the MMP programs.
- The MSAT program developed an educational partnership agreement with StrongFirst and Functional Movement System.

Advisory Boards
Community leaders serve on the following CHHS and disciplinary advisory boards:
- CHHS Advisory Board
- Disciplinary Advisory Board
  - BMS (Dietetics)
  - CSD
  - KIN (each program has an advisory board)
  - MPH
  - Nursing
  - PT
  - PA
  - SWK (includes representatives from Joplin)
  - SMAT

Donor and Alumni Stewardship
The CHHS Resource Development Specialist, Jacqui Coones, who was hired to assist with alumni and donor stewardship relationships, has transferred to the Foundation, and serves as the liaison to CHHS.
- Eighteen BMS students received scholarships and MS NA students receive tuition through a HRSA grant.
- Nursing awarded 29 undergraduate scholarships and 2 graduate scholarships per year totaling approximately $27,000.
- Twenty-three full-time FNP students had their tuition, fees, and a $1700 stipend from the DHHS AENT funding for fall 2013
- CHHS will benefit from a $1 million dollar donation for Dr. Norm Shealy to create the Mary-Charlotte Bayles Shealy Chair of Conscientious Psychology.
- The Psychology Department holds an annual scholarship recognition reception for students.
- The Nursing Department hosts an annual scholarship and donor recognition dinner at the Tower Club.
- Nursing faculty give regular CPR classes to raise funds for faculty travel and department operations; 4 faculty are now BLS Instructors, and teach ongoing classes and re-certifications.
Valuing and Supporting People

Diversity and Inclusion

Student diversity
CHHS experienced increased enrollment of diverse students in 2013. The greatest increases between fall 2012 and fall 2013 were in those of more than one race, Black/African American, and Hispanic/Latino students with growth of 26.9%, 15.9%, and 13.2%, and respectively (Table 8). There were decreases in the number of American Indian or Alaskan Native, Asian, and non-resident aliens. The College continues its efforts to attract and retain diverse students.

Table 8. Race/Ethnicity of CHHS Students Fall 2009 to Fall 2013.

<table>
<thead>
<tr>
<th>Race/Ethnicity</th>
<th>Fall 2009</th>
<th>Fall 2010</th>
<th>Fall 2011</th>
<th>Fall 2012</th>
<th>Fall 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>American Indian or Alaskan Native</td>
<td>25</td>
<td>27</td>
<td>31</td>
<td>22</td>
<td>16</td>
</tr>
<tr>
<td>Asian</td>
<td>58</td>
<td>63</td>
<td>66</td>
<td>61</td>
<td>51</td>
</tr>
<tr>
<td>Black or African American</td>
<td>123</td>
<td>130</td>
<td>132</td>
<td>170</td>
<td>197</td>
</tr>
<tr>
<td>Hispanic or Latino</td>
<td>64</td>
<td>81</td>
<td>100</td>
<td>121</td>
<td>137</td>
</tr>
<tr>
<td>More than one race</td>
<td>12</td>
<td>48</td>
<td>55</td>
<td>98</td>
<td>124</td>
</tr>
<tr>
<td>Native Hawaiian or Other Pacific Islander</td>
<td>5</td>
<td>10</td>
<td>5</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>Non-Resident Alien</td>
<td>75</td>
<td>53</td>
<td>48</td>
<td>62</td>
<td>36</td>
</tr>
<tr>
<td>Unknown</td>
<td>147</td>
<td>116</td>
<td>89</td>
<td>73</td>
<td>n/a</td>
</tr>
<tr>
<td>White or Caucasian</td>
<td>2,592</td>
<td>2,803</td>
<td>3,035</td>
<td>3,162</td>
<td>n/a</td>
</tr>
<tr>
<td></td>
<td>3,101</td>
<td>3,331</td>
<td>3,561</td>
<td>3,775</td>
<td>4,114</td>
</tr>
</tbody>
</table>

Ethnically Diverse Graduates
During calendar year 2013, CHHS awarded degrees to 872 students, with 11.35% awarded to students who reported ethnicity other than White or Caucasian. The greatest increases in diverse graduates between 2011 and 2013 were those of Asian and Black/African American ethnicity (Figure 19).

Faculty diversity
- Departments in the College continue to work on increasing the diversity of faculty with six (BMS, CSD, KIN, NUR, PT, SWK) of the organizational units having one or more full-time diverse faculty members. CHHS was successful in hiring candidates with diverse backgrounds for the following positions:
  - CSD (speech-language pathology) Clinical Assistant Professor;
  - CSD (audiology) Assistant Professor, and
  - Occupational Therapy Assistant Professor.
- Psychology, Sports Medicine and Athletic Training, Physician Assistant Studies, and the Master of Public Health need to improved diversity of their faculty. Although Psychology lost a diverse faculty who accepted a much higher paying position, she will continue to maintain a connection with MSU by teaching an online course. The MPH program also employees a diverse faculty member as per course instructor.

Figure 19. CHHS ethnically diverse graduates.
**Faculty Recognition**

CHHS faculty received numerous individual awards and recognition for excellence in teaching, research, and service. The following are some highlights:

- Dr. Joshua Smith, BMS, was awarded the Rich & Doris Young Honors College Professor of Biomedical Science for a second year.
- Dr. Julie Masterson, CSD, was awarded the ASHA 2013 Media Champion Award.
- Dr. Klaas Bakker, CSD, was elected a Fellow by the American Speech Hearing Association.
- Drs. Wafaa Kaf, CSD, was a 2013 recipient of the Community service Award.
- Sharon Giboney, PAS, received the American Academy of Nurse Practitioner Missouri State Award for Excellence in Clinical Practice in 2013
- Gary Ward, SMAT, was inducted into the Mid-America Athletic Trainers’ Association Hall of Fame

**Faculty Development**

CHHS faculty participated in the Showcase on Teaching and Learning, the Digital Professor Academy, and other on-campus learning events. In addition, faculty participated in national, local, and regional conferences in their disciplines.

**Sabbatical Awards**

- Dr. Klass Bakker, CSD, was awarded a sabbatical during the fall 2013 semester for the project: “Development and Research of Acoustic Glottography (AGG): a technology for the assessment of vocal fold impact.”
- Dr. Wafaa Kaf, CSD, was awarded a sabbatical during the fall 2013 semester for the project: “Efficacy of the Kalman filter TB-ABR and 40-Hz ASSR in estimating hearing thresholds in children with mild conductive hearing loss pre and post surgical treatment of ear infection.”

**Fulbright Scholar**

- Dr. Susan Dollar, SWK, was awarded a Fulbright Scholar grant to lecture at Buryat State University in the Federation of Russia during the 2013-14 academic year.

**Completion of Advanced Degrees**

- Tracy Cleveland continues to work on a Doctor of Education from the University of Missouri.
- Karen Engler is working on a cooperative doctorate through the University of Missouri-Columbia.

**Faculty Tenure and/or Promotions, effective Fall 2014**

- Carmen Boyd, promotion to Assistant Professor, BMS
- Joshua Smith, tenure and promotion to Associate Professor, BMS
- Sarah Murray, promotion to Senior Instructor, BMS
- Karen Engler, promotion to Clinical Professor, CSD
- Jill Oswalt, promotion to Clinical Professor, CSD
- Susan Berg, tenure and promotion to Associate Professor, NUR
- Elizabeth Williamson, tenure and promotion to Associate Professor, PT
- Erin Buchanan, tenure and promotion to Associate Professor, PSY
- Adena Young-Jones, tenure and promotion to Associate Professor, PSY
- Tracie Burt, promotion to Senior Instructor, PSY
- David Claborn, tenure and promotion to Associate Professor, MPH
- Michele Day, tenure and promotion to Associate Professor
Responsible Stewardship

CHHS Budget Committee
Each department in CHHS elected a representative to the CHHS Budget Committee. The dean appointed a staff representative and two department heads along with the CHHS Budget Officer. The committee is chaired by the CHHS Dean.

- Hillary Roberts, BMS
- Jill Oswalt, CSD
- Sarah McCallister, KIN
- David Claborn, MPH
- Faye Felicilda, NUR
- Roberto Canales, PAS
- David Lutz, PSY
- Scott Wallentine, PT
- Gary Ward, SMAT
- Malikah Marrus, SWK
- Katie Hope, Department Head, NUR
- Colette Witkowski, Department Head, BMS
- Ian Alaimo, CHHS Staff
- Julie Abney, CHHS Budget Officer

FY14 Budget

Supporting enrollment growth of the College is a challenge. Between 2009 and 2013, CHHS increased credit hour production by 11,292, with 27.5% from increases at the graduate level. In order to sustain quality programs in CHHS, it will be essential to have an infusion of funding. Although we have made some progress in increasing salaries, it is becoming increasingly difficult to hire faculty for CHHS programs.

During this time of growth, the University experienced several budget cuts and reallocations. For the FY11 budget, CHHS cut $316,532 through the elimination of two open faculty lines, savings realized by replacing professors with assistant professors or instructors, and the transfer of clerical staff positions in CHHS clinics from academic budgets to revenue generating clinic budgets. CHHS reallocated $88,087.00 in FY12 which was matched by the Office of the Provost to provide equity adjustment for faculty. For the FY12 reallocation, CHHS cut recurring salary savings, a faculty line, and part of a staff line. The funds were used to provide 26 equity adjustments for CHHS faculty. The share of the FY13 budget cut allocated to CHHS was $347,263.00. This cut was achieved by reducing funds designated for faculty and staff lines, supplemental faculty funds, per course funds, travel, supplies, services, and other expenses. The total of the cuts and reallocations amounts to $751,882. The College received $440,000 allocated in the last two years for increased enrollment ($200,000 in 2013 and $240,000 in 2014).
Facilities, Equipment, and Sustainability

- CANNON DESIGN conducted a space study during Fall 2013 with the following outcomes:
  - Recommendation for a new building for nursing classrooms and labs, the Physician Assistant Studies Program, the Nurse Anesthesia Program, the Occupational Therapy Program, and an interdisciplinary clinic.
  - Recommendation for renovation of the Professional Building to accommodate BMS’s CMB and Dietetics programs, nursing faculty and advisement, a centralized advisement center, and Sports Medicine and Athletics Training.

- Teaching, research, and office space for growing departments:
  - CHHS obtained priority use of Hill 317 and is funding conversion to Gerontology faculty office and Gerontology program space in the amount of $17,379.
  - CHHS is contributing $500,000 to the remodeling of Pummill for the Social Work program.
    - Social Work faculty were relocated to Ellis during the renovation.
    - PSY faculty in Pummill were relocated to Siceluff Hall during the renovation.
  - Design and Construction contracted with an external consultant to prepare a study of the HVAC system for McDonald Hall and Arena, which is the home of the Department of Kinesiology with nearly 800 majors. Funding to cover the estimated cost of approximately $5 million dollars has not been identified.

- Improvements in teaching and research equipment:
  - BMS Multisizer 4 Coulter Counter with Accessories ($59,782 cost; $7,174 dept; CHHS $14,945; $37,662.50 Provost)
  - BMS Microforge-grinding Center MFG-5 Warner ($9,462 cost; $1,135 dept; 41,892 BHHS; $6,435 Provost)
  - BMS Programmable pipette Puller PMP-102 by Warner ($9,085 cost; $1,090 Dept; $2,271.25 CHHS; $5,723.75 Provost)
  - BMS Metabolic CardioCoach Cart ($10,845 cost; $1,301 dept; $2,602 CHHS; $6,842 Provost)
  - CSD Digital Swallowing Workstation ($35,000 cost; $8,750 Dept; $8,750 CHHS; $17,500 Provost)
  - CSD Micromedical Visual Eyes Four channel Fire Wire VNG ($31,050 cost; $4,657 CHHS; $7,763 Provost)
  - PSY Noldus Portable Lab Cost ($16,653 cost; $3,331 dept match; $4,163.25 CHHS; $9,158.75 Provost)
Priority Areas for Action for 2014-2015

1. Access to Success
   • Align enrollment with capacity for each degree program in CHHS.
   • Maintain and/or expand outreach programs consistent with resources.
     o BSN-C transfer agreements with Crowder College, St. Charles Community College, and others
     o SWK agreement with Crowder College to offer the BSW on the Crowder campus
     o Pre-PA Pathway for students at Crowder College and at West Plains
   • Support development of courses needed for online B.S. Psychology degree
   • Recruitment efforts: Implement the Pre-Professional Health Scholars program to recruit high achieving students
   • Implement new programs
     o M.S. in Applied Behavior Analysis
     o Master of Occupational Therapy
   • Develop certificates, programs, or pathways consistent with mission and community need
     o MPH Graduate Certificates for approval.
     o Health Informatics option for B.S. Health Services for West Plains transfer students
     o Pathways to graduate degrees - B.S. Health Services to MPH degree or to MHA degree
     o Evaluate the feasibility of developing an Interprofessional Health Education Certificate.
     o Begin transition of the DI Graduate Certificate to a M.S. in Nutrition and Dietetics
   • Achieve and Maintain Accreditation of CHHS programs
     o Self-study and site visit for CCNE accreditation of DNP program
     o Gain HLC and approval and COA approval for the DNAP
     o Dietetics ACEND accreditation self-study and site visit
     o ACOTE candidacy for the Master of Occupational Therapy Program

2. Public Affairs Integration
   • Expand study away opportunities

3. Engaged Inquiry
   • Increase faculty scholarship resulting in publication peer reviewed journals

4. Partners for Progress
   • Maintain Kinesiology Department partnership with the U.S. Play Coalition
   • Continue to seek funding for Interprofessional Rural Health Initiative
   • Explore partnerships with minority high schools to recruit diverse students

5. Valuing and Supporting People
   • Recruit and hire qualified department heads/program directors, faculty, and staff
   • Utilize diversity hiring program to recruit diverse faculty and staff
   • Support faculty and staff development.
   • Improve faculty and staff salaries.

6. Responsible Stewardship
   • Funding
     o Increase number of grant/contract submissions by CHHS faculty and staff
     o Evaluate program fees for selected high demand programs.
   • Facilities and Sustainability
     o Secure teaching, research, and office space for growing and new programs
     o Improve the quality of existing space
     o Support sustainability efforts - CHHS “Green Team” will attain leaf
   • Equipment
     o Identify and obtain essential teaching and research equipment
     o Develop a plan to fund equipment maintenance
APPENDIX A
Affiliation Agreements
Affiliation Agreements

BMS
Republic R-III
Skaggs Community Hospital Assoc
General Leonard Wood Army Hospital
St. Johns Lebanon
St. Johns Rolla
Cox Medical Centers
Clearwater Valley Hospital
St. Mary's Hospital
St. Luke's Health System, Ltd
Syringa Surgical Center
The Surgery Center of Poplar Bluff
Sport & Spine
Cox Medical Centers
Ozarks Area Community Action Corporation
Freeman Health System
Mercy Hospital - Cassville
Mercy Hospital - Aurora
Mercy Hospital - Lebanon, MO
Healthy Living Alliance
Mercy Hospital - Springfield, MO
Mercy Hospital - Springfield, MO
Skaggs Regional Medical Center, Branson, MO
Joplin City Health Department/WIC
Skaggs Regional Medical Center, Branson, MO
Lakeland Behavioral Health System
Springfield Public Schools, Nutrition Services
Missouri Veterans Commission
Pemiscot Memorial Hospital
Salem Memorial Hospital
Twin Rivers Regional Hospital
Fresenius Medical Care
Prime, Inc.
Freeman Surgical Center, Freeman Anesthesia
Cox Medical Centers
Mercy McCune Brooks Carthage
St. John's Health Center
Hillcrest Medical Center
Mercy Surgery Center, Lebanon at Rolls
Greene County General Hospital
Greene County General Hospital
Sullivan County Community Hospital
Via Christi School of Anesthesia
Mercy Berryville
Mercy-Carthage
Muskogee Regional Medical Center, LLC d/b/a EASTAR Health System
Summit Medical Center
Mercy Hospital, Joplin
Landmark Hospital
Carthage R-9 School District
Hy-Vee, Overland Park, KS
Cox Medical Centers
Arkansas Trauma Education and Research Foundation
Nevada Regional Medical Center
Big Time Results, LLC
Phelps County Regional Medical Center

CSD
Skaggs Community Health Center
Texas, Ear, Nose & Throat Specialists, P.A.
The University of Texas M.D. Anderson Cancer Center
The University of Texas M.D. Anderson Cancer Center
Genesis Health System
University of Texas Medical Branch at Galveston
Robley Rex VA Medical Center, Louisville, KY
St. Anthony’s Medical Center
Jefferson City Medical Group Hearing and Balance Center
Lake Regional Health System
Camdenton R-III School District
Ergo Solutions, LLC
Glendora Unified School District
Second Chance Hearing, Inc.
Appalachia Intermediate Unit 8
School Board of Sarasota County, Florida
Hearing and Audiology Services
Otologic Center
UPMC Altoona
The Washington University, School of Medicine, St. Louis
Center for Hearing and Speech
School District of Manatee County Florida
The University of Chicago Medical Center
Mid-South Healthcare Network, James H. Quillen VA Medical Center
Woodward Audiology, LLC
Memorial Hospital
Callaway Community Hospital
Saint Luke’s Health System
Mercy Hospitals East Communities dba Mercy Hospital St. Louis
School District of Preferred Hearing Care
The Children’s Mercy Hospital
General Leonard Wood Army Community Hospital
Farris Memorial ENT
KIN
Excel Sports & Physical Therapy
The Courts E-Zone
Anytime Fitness
Missouri State Physical Therapy Clinic
Missouri State University/COAG
Nelligan Sports Marketing
YMCA - Pat Jones
Downtown YMCA
Cox Fitness Centers
Missouri State Strength & Conditioning
St. John's Hospital
Rivendale
Children's Miracle Network Hospitals
Downtown YMCA
Missouri State Athletics
Skaggs Regional Medical Center
Missouri State Physical Therapy Clinic
Springfield-Greene County Park Board
Champion Athletes of the Ozarks
Chesterfield Family Center
Aurora Country Club
St. John's Hospital Lebanon-Rolla
Osborne Family Chiropractic
Adult Wellness Center - City of Rogers
St. Luke's Rehab Hospital
Mederi Caretenders
ProRehab
Springfield Cardinals LLC
Peak Performance Physical Therapy
Success Naturally, Inc.
Springfield-Greene County Health Dept.
Sunshine Eye Clinic
Putnam Orthopedic Center
Arnold Physical Therapy & SM
Missouri State Physical Therapy Clinic
Springfield Greene County Park
St. John's Physical Therapy - E. Cherokee
Paul Chang B.P.T, P.C. Rehabilitation Svcs.
Ozarks Medical Center
AHEC Program Office SLU Family & Community Medicine
Christian Hospital
Typaldos Physical Therapy & Rehab. Ctr.
Independence Care Center of Perry County
PCRMC Outpatient Therapy
68's Inside Sports
River City Rascals
Healthy Kids and Teen
Aptitude Physical Therapy, LLC
St. Anthony's Medical Center
St. John’s Physical Therapy – West Kearney
Missouri State Athletics
The Starting Block
MSU Athlete Medical and Rehab Services
Downtown YMCA
Martino Training Systems (at HealthTracks)
CoxHealth - Meyer Center
Missouri State Aquatics
Springfield Cardinals LLC
Boys & Girls Club of Springfield
Sports Medicine - HealthTracks
YMCA - Pat Jones
Scott-Larson Orthotics
Fitness 19
Missouri State University Athletics
Missouri State Athletics Communications
CoxHealth Fitness Centers
Springfield Public Schools
Marine Corps Detachment, Ft. Leonard Wood
Mama Jean's Natural Market
St. John's Hospital
Missouri State Strength & Conditioning
St. John's Fitness Center
A Flip Zone
Athlete's Performance
Crossfit Springfield
Wichita Swim Club
Missouri State Aquatics
Doling Family Center
Missouri State Baseball

**MPH**
Princeton Regional Health Commission
Webster County Health Department
Tulsa Health Department
Polk County Health Center
Chicago Urban League
Fay W. Boozman College of Public Health
Springfield-Greene County Health Department
Allegheny County Health Department
Cleveland Department of Public Health
Dade County Health Department
Pennsylvania Department of Health
Pinnacle Health Care Systems/Harrisburg Hospital
AIDS project of the Ozarks
Pinnacle Health Care Systems/Harrisburg Hospital
Cleveland Department of Public Health
American Red Cross-Greater Ozarks Chapter
Catholic Guardian Society and Home Bureau
Worcester Public Health Department
Jefferson County Health Department
City of Evanston Health and Human Services
City of Worcester, MA
DeKalb County Board of Health
Jordan Valley Community Health Center
Middlesex County Public Health Department
Richmond County Board of Health
The Kitchen Clinic
Champaign-Urbana Public Health District
Boulder County Public Health
Family Health Centers, Inc
Northwest Area Education Agency
Freeman Health System
Ferrill Duncan Clinic
Cox Health Cardiovascular Service
Crossfit Springfield
Mercy Health Tracks
Springfield-Greene County Health Department
Cox Family Medicine Residency
Stone County Health Department

**NUR**
Marshfield School District
Mercy McCune-Brooks Hospital
Mercy Hospital - Springfield
Mercy - Aurora
Mercy Hospital - Lebanon
Mercy Hospital - Berryville
Missouri Ozark Community Health
MO Dept. of Health, and Senior Services, Division of Community Health
*Moore, Dr. William C.
Mountain Grove School District
MSU Child Development Center
MSU Taylor Health and Wellness Center
National Alliance of Mental Illness
National Health Care
Nixa R-II School District
North Arkansas Comm. College
North Arkansas Regional Medical Center (incl
Home Health Agency)
*North Pediatrics--Will have an NP student
SU13-Jen P to contact
Norwood Schools
OACAC Head Start
Oncology Hematology Associates
Osceola Rural Health Clinic
Oxford Healthcare (9/10/12 no students
currently due to staffing issues)
*Ozarks Community Hospital
*Ozarks Medical Center (Mountain Grove
Medical Complex affiliated with OMC)
Ozark Medical Surgical Associates Ltd
Ozark School Dist. R6
Ozarks Technical College
Ozarks Technical College Health and Wellness
Center
Ozark Tri-County Health Care
Parkland Health Center
Partners in Health Care
*Pediatric and Adolescent Medicine
Planned Parenthood
Polk County Health Center
Preferred Hospice of Missouri
Pregnancy Care Center
*Premier Family Care
Pulaski County Health Department
Republic School District
Regional Family Medicine
Riverways Adult Daycare of Ozarks Medical
Center
Riverways Hospice of Ozarks Medical Center
Rogersville Senior Center
*Sac-Osage Hospital
*Sacry Family Medicine
Samaritan Outreach
Seasons Hospice
Select Specialty Hospital
Shady Oaks Health Care Center
Sigma House of Springfield
*Skaggs Regional Medical Center
Southern MO Community Health Center  
South Side Senior Center  
Springfield-Greene County Health Dept.  
Springfield Rehab & Health Care  
*Springfield R-XII Schools 
St. Anthony’s  
St. Francis Hospital  
St. Luke’s East  
St. Luke’s Hospital  
Stone County Health Department  
Texas County Health Department  
Texas County Memorial Hosp.  
Thayer R-II School District  
Twin Lakes Hospice  
Vernon County Health Department  
Victory Mission Education Programs  
Waynesville R-VI School District  
Webster County Health Unit  
West Plains R-VII School District  
West Vue Home, Inc.  
Westwood Home Care  
Whetstone Boys Ranch  
Willard School District  
Willow Healthcare, Inc.  
Willow Springs Schools  
Women’s Health Care of Southern Missouri  
(affiliated with Ozarks Med. Center)  
Wright County Health Department  
Dr. Andy Wright, MD

PT
Mercy Health System-NWA  
West Florida Regional Medical Center, Inc. d/b/a West Florida Hospital  
Department of Veterans Affairs  
Willard R-II Schools  
Mercy Hospital  
Saint Francis Medical Center  
Active Lifestyles Physical Therapy  
Living Community of St. Joseph  
Norridge Health Care and Rehabilitation  
Specialized Physical Therapy  
Independence Rehab  
Center for Neuro Skills  
Delta Reginal Medical Center  
Mercy Hospital - Northwest Arkansas  
Enloe Medical Center  
Apex - Monett, MO
TheraSpecialists, Inc.
Mercy Medical Center, Des Moines
Hays Medical Center, Inc.
Redbud Physical Therapy
Freeman Health System
Federal Bureau of Prisons
Memorial Health University Medical Center
American Academy of Orthopedic Medicine
SELC Physical & Hand Therapy
Mountain Land Rehabilitation
HealthSouth Corporation
Arnold Physical Therapy and Sports Medicine
Via Christi Hospitals Wichita, Inc.
Enloe Medical Center
Federal Bureau of Prisons
HCR Healthcare, LLC
The Phoenix Area Indian Health Service
Clemson Sports Plus
Pinamonti Physical Therapy and Wellness
Lake Sport & Spine Rehab
West Florida Regional Medical Center, Inc. d/b/a West Florida Hospital
Tuomey Healthcare
Tuomey Healthcare System
Lone Star Continuing Education

PAS
Freeman Health System
Access Family Care
Ozarks Community Health Center
Lawndale Christian Health Center
Bearskin Healthcare Center
Johnson County Pediatrics
Care Communications, LLC dba Saint Francis Trauma Institute
Eastside OB/GYN, Fort Smith, AR
Mercy Hospital Fort Smith, AR
Cooper Clinic, PA
Mountain Vista Medical Center, LP
South Central Surgical Center
Fairmont Orthopedics & Sports Medicine
Advocate Health and Hospitals Corporation
Midwest Regional Allergy, Asthma & Osteoporosis Center, PC
Texas EM-I Medical Services, PA and Baylor University Medical Center
Reynolds Plastic Surgery, LLC
Renaissance Medical Group, LLC
M & T Dermatology
Mercy Health System, Janesville, Wisconsin
Kansas City Physician Partners
Community Health Network, Inc.
Dr. John H. Lyon/Orthopedic Surgery Specialists, Ltd.
Rock Orthopedic and Hand Center
Meridian Medical Group, PC
Stateline Surgery Center
Premier Surgical Institute
Curators of the University of Missouri on behalf of University of Missouri Health Care
Pediatric Associates of SWMO, LLC
Elk River Health Services, Inc.
St. Francis House NWA, Inc. dba Community Clinic
Ferguson Medical Group
Wellness Concepts Clinic, LLS
Ferguson Medical Group

**PSY**
Oklahoma State University
Crittenton Children's Center
Mercy Hospital Springfield

**SMAT**
Mercy School Sites
Mercy Sports Medicine - Health Tracks
Ozark Community Hospital
Mercy Clinic Sports Medicine
Ferrell Duncan Clinic
Mercy Surgery Center
Mercy Clinic Sports Medicine
Mercy Clinic Pediatrics - Health Tracks
Mercy Clinic Sports Medicine
Mercy Clinic Sports Medicine
Mercy Clinic Emergency Medicine
Springfield Public Schools Health and Wellness Services
The Kitchen Inc.
Ozark High School
StrongFirst, Inc.
Functional Movement Systems, Inc.
Cross-Fit Springfield
Mercy Fitness Center
Mercy Orthopedic Hospital Springfield
Mercy Clinic Emergency Medicine
Mercy Hospital Joplin

**SWK**
Governor's Council on Disability
Mercy Homehealth and Hospice
Southwest Missouri Psychiatric Rehabilitation Center
Fulton State Hospital
Children's Foundation of Mid-America
Dept. of Mental Health, Division of Developmental Disability, Springfield Regional Office
Good Samaritan Boys Ranch and Footsteps
Phelps County Regional Medical Center
Springfield Regional Center
Vision Rehabilitation Center of the Ozarks
Jasper County Children's Division
TRIO
Parenting Life Skills Center
Hospice Compassus
30th Circuit Children's Division
Abilities First and the Next Steps
Preferred Family Healthcare
Missouri Dept. of Corrections-Probation & Parole
Parkland Health Center
Freeman Health System
Southwest Center for Independent Living
Skaggs Regional Medical Center
44th Circuit Children's Division
St. Louis Crisis Nursery
ALS Association-Keith Worthington Chapter
College Skyline Center
Harry S. Truman Memorial Veterans' Hospital, Columbia, MO
Via Christi Hospital
Heartland Behavioral Health
Joplin R-VIII Schools
NSB Dept. Of Health and Social Services - Integrated Behavioral Health
Mercy McCune-Brooks Hospital
Oxford Healthcare & Hospice
The Missouri Dept of Social Services
Family Resource Center
Greene County Children's Division
Willard School District
The Neighborhoods at Quail Creek
Ozarks Medical Center
Branson School District
Hospice and Palliative Care
Crisis Center of Taney County
Hope House
Probation & Parole, District 13
Lutheran Family & Children Services
Ozark Center
Alternative Opportunities
Community Partnership of the Ozarks
NAMI-Joplin, MO
The Kitchen
Boys and Girls Town of Missouri
Division of Youth Services
Access Family Care
Clark Community Mental Health Center
Preservation Management
Mercy Hospital, Joplin
The Missouri Department of Social Services, Children's Division
Burrell Behavioral Health
Missouri Dept. of Social Services, Children's Division - Memo of Understanding

CHHS
St. Luke's Health System
Lester E. Cox Medical Centers, Cox-Monett Hospital, Inc., The Skaggs Community Hospital Association d/b/a Cox Medical Center Branson