August 2018

TO: UVM College of Nursing and Health Sciences Faculty and Staff
FROM: Patricia Prelock, Dean

“Forward Together”

INTRODUCTION

This is the first publication of what I hope will be one of six that will occur throughout the year prior to each of our faculty and college-wide meetings. My hope is that you will use this information to ask questions, raise ideas and reflect on our strategic direction in the meetings that we have. Although we have a weekly e-news that receives lots of attention and shares the weekly happenings, accomplishments and upcoming events for the College, this publication is intended to share more in-depth information and make connections for you about what is happening across the college and the university.

PRESIDENTIAL SEARCH

As all of you know, President Sullivan will be stepping down from his role in June 2019. He has certainly led our university with integrity, a keen sense of higher education and a thoughtful approach to decision-making. A national search is being launched with an aggressive timeline to have a new President named by March 2019. The UVM Board of Trustees Chair has asked each college to elect a faculty member to serve on a faculty panel that will then select four of its members to serve on the search committee. I ask that you be thoughtful in your nominations, as this is a critical opportunity for our college. We want someone who has knowledge of the university and how it works, an understanding of the full breadth of our college and how we function as part of the academic health sciences and an understanding of how we contribute to a land grant research university. Associate Dean Jeremy Sibold will be taking nominations all week and nominations will be taken from the floor at our college-wide meeting on Friday, Aug. 24.

EDUCATIONAL EXPANSION AND INNOVATION

Current programs: During the 2017-2018 academic year we supported 34 Honors College students. Our Health Sciences bachelor’s degree had a successful first year with significant growth, as well as budding articulations and pathway relationships with the Community College of Vermont and other state institutions. Our Interdisciplinary Ph.D. in Human Functioning and Rehabilitation Science is enrolling its second cohort this fall. And CNHS has 15 international travel courses in queue for this academic year.
New programs: We are in the midst of the rollout of several new programs in the next year. The Master of Science in Athletic Training will start in the summer of 2019 and the Master of Science in Physical Activity and Wellness will have a fall 2019 start. Currently, faculty are working on the development of an undergraduate Certificate in Integrative Health Coaching with a partner certificate for community professionals. Our proposal for an Occupational Therapy Doctorate is in process with a potential articulation with undergraduate programs at Castleton University and collaboration among our community partners at the UVM Medical Center and the Vermont Occupational Therapy Association.

Interprofessional education: The new interdisciplinary undergraduate service learning course in gerontology led by nursing faculty Jason Garbarino launches this fall with capacity for up to 180 CNHS undergraduate students. Faculty teaching our graduate research courses have developed an inter-professional graduate research methods course with the support of our Director of Interprofessional Education Mary Val Palumbo and her team. This course is set to launch in the spring of 2019. And don’t forget the IPE Orientation for students on Friday, Sept. 7, with one group from 8:30-11:30 a.m. and another from 1-4 p.m.

University-sponsored professional development: The Faculty Development Series is a year-long program designed to assist faculty in acquiring the knowledge and skills to succeed as 21st century educators and maintain excellence in research and scholarly activities. The theme for this year’s series is “Narratives and Counter-Narratives in Academic Practice”. Lectures, discussions and workshops scheduled throughout the year will develop this theme and examine applications of this analytical framework in everyday academic practice.

Celebrating teaching: Congratulations to our Initiative for Rural Emergency Medicine Services (IREMS) instructors, Kate Soons and Chris McCarthy, who have been recognized twice in the last year for outstanding teaching and contributions to the field of emergency care instruction. We are fortunate to have Kate and Chris working with our students.

STUDENT SUCCESS

We are expecting another outstanding undergraduate and graduate class this year. Improving undergraduate student retention and four-year graduation rates are two of our most important academic excellence goals. As many of our newest faculty are preparing to support students for the first time this year, and many who have been advisors in the past appreciate being reminded of best practices for supporting the advising of our students, the Office of Student Services offers these five timely communication messages that could go to your advisees:

- August 30: Welcome back! Here’s a reminder about who I am and how I like to advise. Here’s how to be in touch with me.
- October 1: The academic year is moving quickly now. You’ve gotten some grades in your classes. Are you happy with how you’re doing? (Alternately: you may be thinking about your future.) Reply to this email if you would like to stop by for a chat sometime soon.
- November 1: I noticed that the spring schedule of courses has been released, which means it’s the pre-registration period. Here’s how to meet with me to talk about spring classes.
- January 22: Welcome back! If you’re happy with your fall academic performance, bravo! If you think you need to do better this semester, let’s talk about some strategies for getting
you there. Here’s how/when to schedule some time with me. See you soon!

- March 20: Just touching base. Haven’t heard from you in a while, and I am interested in how you’re doing. Let’s talk before registration for next fall. When is a good time for us to get together?

**PRO TIPS:**
1. Open a Word document and write a brief email to send to your advisee roster on each corresponding date. In your Outlook calendar, create a reminder for yourself on each date. Copy and paste your email text in the calendar notes section to facilitate your prompts.
2. It’s also a good idea to double-check your syllabus and make sure you don’t accidentally schedule tests or significant due dates on a major religious holiday. [View list of holidays (PDF)](https://example.com/holidays.pdf).
3. If you teach a particularly tough class let OSS know and they will help the tutoring center find/hire/train/pay tutors for you.

Alert our Office of Student Services team if you are worried about one of our students. Please join our new students for **Convocation on Sunday, Aug. 26** at 6:30 p.m. in Patrick Gymnasium; and join our graduate students for a **picnic in South Hero on Saturday, Sept. 15** from 12-5 p.m.

**INCLUSIVE EXCELLENCE ACTIVITIES**

As a reflection on this past spring, social actions on campus emphasized our commitment to foster a diverse, equitable and inclusive community in the College of Nursing and Health Sciences. CNHS will continue our engagement with students, faculty and staff of color this academic year. I have scheduled listening sessions twice a semester with students and once a semester with faculty and staff, which was initiated last academic year. The Dean’s Office will also sponsor an affinity dinner or lunch for our students, faculty and staff of color once a semester — the first of which occurred last spring. It was well attended with incredible food brought by those in attendance. As a College we focus on understanding issues of culture and social justice and uphold the University’s Framework for Inclusive Excellence. This fall we look forward to implementation of accessibility improvements and development of a clinical preceptor training program that focuses on inclusion. Seth Freitze (BHSC) and Mary Val Palumbo (NURS) will be leading our search committee as we bring on a new director for diversity and inclusion. Joining them will be Vanessa Eugenio (OSS), Tiffany Delaney (LCOM), Nancy Gauvin (CSD), Sambit Mohapatra (RMS), Elizabeth Smith (graduate student), Naydeline Mejia (undergraduate student), Alicia Gusan (2018 alumna) and Patrick Brown (L/LC).

The CNHS Director for Diversity and Inclusion is a new position in the College of Nursing and Health Sciences to further expand the scope and mission of the CNHS Committee on Inclusive Excellence and work toward meeting our College and University mission related to diversity and inclusion. We are seeking an expert with a history of interdisciplinary and/or interprofessional research and programming that enhances diversity and inclusion in health, health care and/or higher education. The director will lead efforts to systematically integrate equity, diversity, and inclusivity into our research, academic programs, clinical practice and community health to create transformative impact. The person in this position will assist the College in achieving inclusive excellence through developing and implementing the College’s strategic plan as it relates to diversity and inclusion in order to enhance our compositional diversity, climate, achievement and community engagement. This individual will also work closely with the University Office of the
Vice President for Human Resources, Diversity and Multicultural Affairs and other campus constituents (e.g., Larner College of Medicine Office of Diversity and Inclusion, UVM Medical Center Equity Diversity and Inclusion Council) to support university equity, diversity and inclusion efforts.

The new CNHS Director of Diversity and Inclusion will report to the Dean with the ultimate goal of enhancing diversity and inclusivity among students, faculty, and staff by working to recruit and retain richly diverse students, staff, faculty and college community members and partners.

**Update on concerns of students of color raised at the University level:** I thought it might be beneficial for everyone to be aware of the progress that has been made in responding to the concerns students of color raised at the university level during the 2017-2018 academic year. The following highlights the student concerns and the university’s response thus far.

Diversity and Inclusion Training for All Faculty, Staff, and Administration
- Agreement reached on the proposal at 4/28/2018 meeting with administrative representatives and students, pending minor changes
- Final agreement submitted to students 5/8/2018

Recruitment and Retention of Faculty of Color and LGBTQIA+
- Discussion of proposal at 4/28/2018 meeting
- Associate Provost responded to students’ submitted questions on 6/11/2018

Renovation of D1 and D2 Courses and Instructor Training
- Discussion of proposal at 4/28/18 meeting
- Associate Provost responded to students’ submitted questions on 5/23/2018

Responses to Bias Incidents
- Vice President for Student Affairs met with the students to explain the process for responding to bias incidents

Training for Members of Fraternities and Sororities
- Completed

Funding for the Identity Centers
- SGA has already committed to allocating additional financial resources to Cultural Clubs

Renaming Buildings
- Ron Lumbra, vice chair of the UVM Board of Trustees, has convened a committee of the board to review university naming processes and procedures following the Yale University model. President Sullivan has met with student leaders over the summer to continue the conversation around desired change and actions being put in place. Follow-up will occur as students return to campus.

**Professional development in inclusive excellence:** Our Committee on Inclusive Excellence (CIE) sponsored several valuable trainings during the 2017-2018 academic year, including:
- Myth-Busting About Accommodations in Nursing and Health Sciences Education (12/1)
- Half-Day Workshop on Disability Accommodation in the Clinical Setting (1/9)
- Common Challenges in Supporting Accommodations in CNHS (2/9)
- Beginning the Conversation: American Indian Students in Higher Education (3/27)

**RESEARCH EXCELLENCE**
Our strategic plan identified specific goals to advance our research agenda and we have been successful in achieving several of those goals. We have renovated the Medical Laboratory Science research labs and are currently renovating the Human Motion Analysis Laboratory. We initiated our inter-professional doctoral program and students are fully engaged in their research rotations. For those of you who have not yet requested a student for a research rotation, please be in touch with Program Director Tiffany Hutchins (Tiffany.Hutchins@med.uvm.edu).

We are collaborating with the Larner College of Medicine (LCOM) as they build a research infrastructure for health services research. Director of Health Services Research Adam Atherly has been hired through the LCOM. Adam has engaged our CNHS leadership to discuss ways in which our expertise could be used to partner with the LCOM. Also, funding opportunities are available to our faculty through the Northern New England Clinical and Translational Research Network, a collaboration with UVM, Maine Medical and the University of New Hampshire. New research partnerships are being established with Boston University. Keep an eye out for grant opportunities with potential collaborations with colleagues in the New England area.

**Research Committee:** Our Research Committee is exploring a CNHS Honors Program for students not in the Honors College and will have a proposal ready for review this fall. The May 2018 Ziegler Forum continues to be a great success and a meaningful interprofessional forum for faculty and students to share their research. The Research Incentive Grant for 2018 was awarded to Emily Coderre, CSD faculty, for her proposal examining semantic integration in children and adults with autism.

**Scholarly metrics:** In response to a charge by the Provost’s Office in 2015, CNHS developed scholarly productivity and impact metrics that guide our decision-making and approach to achieving our strategic objectives for the preparation of competent, highly-qualified health professionals; implementation of educational innovations; and facilitation of translational research. The faculty agreed on the following metrics in which we would be at or above the activity of our comparator institutions: peer reviewed publications; peer reviewed presentations; all faculty publications; external grant applications (research, teaching/training, outreach/service); and graduate pass rates on national licensure or certification exams. The inclusion of the first four items was considered important, as these metrics are part of our annual review guidelines and our RPT process. Additionally, a review of Academic Analytics (a national database) and the metrics by which we are compared to our peer institutions and competitors was considered and revealed these basic metrics were similar to those at other institutions. The fifth item was added as this is a critical part of our accreditation requirements across programs, must be reported annually, and is an assessment of our ability to prepare students to meet the expected competencies in their respective fields. This is an important benchmark for us, and one that prospective students frequently use to determine program quality.

I am happy to report that our goal to be at or above the benchmarks of our comparator institutions indicated we improved in all categories in 2017. Three departments - Communication Sciences and Disorders (CSD), Biomedical and Health Sciences (BHSC) and Rehabilitation and Movement Science (RMS) - were at or above their peers for percent of faculty with publications (peer-reviewed articles and other publications). Nursing was at the mean for all publications and slightly below the mean for peer-reviewed publications, although they have significantly fewer tenure-track
faculty than our other departments. BHSC was at the mean for percent of faculty with a grant; all other departments were below their peers for percent of faculty with grants. We have some work to do in the grant category, although I am seeing significant increases in applications submitted and awarded, so let’s continue this positive trajectory. Academic Analytics does not consider peer-reviewed presentations, so we could not make any specific comparisons to our peer institutions; but we did increase our number from 72 in 2016 to 88 in 2017, which suggests we are getting our research disseminated at national and international meetings.

All programs achieved national exam pass rates at or above the national average for all accredited programs at the undergraduate and graduate level. This is something faculty and students should celebrate as we tell our story. Look at these numbers:

<table>
<thead>
<tr>
<th>Programs</th>
<th>UVM (2017)</th>
<th>National Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Athletic Training (UG)</td>
<td>100%</td>
<td>85% for 2017</td>
</tr>
<tr>
<td>CSD (GR)</td>
<td>100%</td>
<td>80.1% for 2016-2017</td>
</tr>
<tr>
<td>MLS</td>
<td>93%</td>
<td>79.4% for 2015-2017</td>
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<td>93%</td>
<td>79.4% for 2015-2017</td>
</tr>
<tr>
<td>NMT</td>
<td>100%</td>
<td>80.27% for 2017</td>
</tr>
<tr>
<td>Nursing (UG)</td>
<td>99%</td>
<td>91% for 2017</td>
</tr>
<tr>
<td>PT</td>
<td>100%</td>
<td>97.9% for 2017</td>
</tr>
<tr>
<td>RADT</td>
<td>100%</td>
<td>88%</td>
</tr>
</tbody>
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SERVICE TO THE COMMUNITY

Service Learning Partnerships
• Nursing service learning at Quarry Hill and the Needle Exchange and Special Olympics
• Seniors in Exercise Science are in the WE program, IDEAL program, Exercise in Psychiatry at UVMCC, and Special Olympics
• Doctor of Physical Therapy students are involved in the community through a health promotion course
• Community partnerships currently exist with the following organizations: Bridges to Health, Cathedral Square, Far Post Soccer Club, Local Motion, New England Grassroots Environment Fund, The Residence at Shelburne Bay, UVM Medical Center Wellness Team, Vermont Center for Integrative Herbalism, Vermont Community Garden Network and the Vermont Physical Therapy Association

Community Outreach Projects
• EXSC school-based physical activity research with Mallets Bay Elementary (VCHIP project)
• CSD provides *More Than Words* parent training for families of children with ASD
• CSD provided community training in autism in Winooski and Barre as part of the VCHIP program

Please join the **CNHS Walk for Alzheimer’s team on Sunday, Sept. 16** at 11:30 a.m. at Shelburne Museum.

Dragonheart Vermont has had a long history of supporting patients with cancer. This year funds from the Dragon Boat Festival are going to UVM Integrative Therapies, where patients will have access to massage, acupuncture and yoga at the UVM Cancer Center. As you know, CNHS is the administrative home of UVM Integrative Health, led by Cara Feldman-Hunt with Karen Westervelt serving as our program director for Integrative Health Education. Team Groovy UV, sponsored by President Sullivan, participated in the Dragon Boat Race on August 5. Several faculty and staff from CNHS served as dragon boat paddlers and performed well. We were also joined by Rally to cheer us on!

**BUDGET UPDATES**

The University’s IBB Steering committee took a summer hiatus, so no decisions have been made with regards to the current IBB algorithms. The timeline for the IBB 2.0 rollout is as follows:

<table>
<thead>
<tr>
<th>Period</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spring 2018 - Fall 2018</td>
<td>Development of IBB 2.0</td>
</tr>
<tr>
<td>January 2019</td>
<td>IBB 2.0 Report to the President</td>
</tr>
<tr>
<td>Spring 2019</td>
<td>IBB 2.0 Implementation Planning</td>
</tr>
<tr>
<td>July 2019 (start of FY20)</td>
<td>IBB 2.0 Live</td>
</tr>
</tbody>
</table>

Faculty and staff can link directly to the [IBB website](#) for further information as it becomes available.

As CNHS embarks on its FY20 budgeting, we will be meeting with the chairs in early fall 2018 to discuss enrollment targets for the 2019-2020 academic year. Budget packets for fiscal year 2020 will be distributed to chairs in early November 2018, so look for a discussion from your chairs about budget needs for programs and departmental needs in line with enrollments and new programs (i.e., Master’s in Athletic Training and Master’s in Physical Activity and Wellness Science). The Dean’s Office meets quarterly with department chairs, program directors and business managers to review departmental budgets. In response to faculty and staff feedback on greater clarity around departmental budgets, the Dean’s Office will be working with chairs to
provide budget information that would be most meaningful for faculty. Additionally, the university is in the process of negotiating with the part-time faculty union for a new contract effective fall 2018.

FOUNDATION AND CORPORATE RELATIONS

CNHS surpassed its campaign goal of $10.3 million a year early with total gifts and pledges at $15,191,611. Fiscal year 2018 reached a total of $5,628,948, the best year in the history of the College. A big thank you to our generous donors and the hard work of our Senior Major Gifts Officer Deb Dever. Since 2009, we have raised:

- $4.5 million for student support
- $4 million for faculty support
- $6.5 million for program support

UVM Foundation also surpassed its $500 million Move Mountains campaign goal 11 months ahead of deadline!

There are some exciting upcoming events that you should put on your calendars:

- Investiture event for the Holly and Bob Miller Professorship in Nursing Leadership, which will be awarded to our own Rosemary Dale, chair of the Department of Nursing, on **Tuesday, Aug. 21** at 10 a.m. at the Alumni House
- UVM Alumni, Parent and Family Weekend on **Oct. 5-7**. CNHS events you should be aware of include:
  - White Coat Ceremony for first-year nursing students on **Friday, Oct. 5** at 4 p.m. in Ira Allen Chapel
  - The 50th and 55th Nursing reunion breakfast on **Saturday, Oct. 6** at 8:30 a.m. in Given Café
  - CNHS Open House for alumni, parents and friends on **Saturday, Oct. 6** from 10:30 a.m. – 12:30 p.m.
- Please note that our 2019 reunion will include all of UVM and the Larner College of Medicine, as their reunion typically occurs in June but will take place in October in 2019.

If you need ideas for prospective foundation or corporate partners in your educational, research and/or service activities, please contact Alexa Woodward and Lisa Townson from the UVM Foundation. I have included their contact information below:

Alexa Woodward  
Director of Corporate and Foundation Relations  
(802) 656-9535  
Alexa.Woodward@uvm.edu

Lisa Townson  
Associate Director for Foundation Relations  
(802) 656-3638  
Lisa.Townson@uvm.edu
CNHS DEAN’S OFFICE SURVEY RESULTS

We requested survey feedback from faculty, staff, chairs, vice chairs and PDs in the following process/services areas: communications, graduate admissions, transfer admissions, human resources, finance, clinical education, IT, curriculum planning and development, committee support, room scheduling summer courses, college events, college meetings, DegreeWorks and handling student concerns. We asked two questions: 1. what do you want or need from each Dean’s Office process/service? (open-ended); and 2. to what extent are you getting what you need from each Dean’s Office service/process that you use? (with a rating scale of very satisfied to very dissatisfied). The executive team reviewed each comment and has developed action plans for those concerns or suggestions raised. There were 27 total responses (50% of chairs, 30% of staff, 23% of faculty, 9% of program directors/vice chairs); most respondents were very satisfied or satisfied with the services/processes named above; notable areas of dissatisfaction were IT and room scheduling, with fewer issues around finance.

Here are the actions we are implementing in response to your comments and suggestions:

- The Dean’s Office meets quarterly with department chairs, program directors and business managers to review their budgets. We will be working with each department chair to create a clear process for sharing their departmental budgets with faculty and staff.
- We are making some improvements to communications such as including ‘sent on behalf of’ for all emails coming out of the Dean’s Office; providing consistent naming conventions for meeting agendas and minutes and attaching these to calendars on meeting dates to provide greater description of the meeting and its proposed content; and working with administrative staff in each department to make sure all faculty and staff lists are up to date so key communications are not missed.
- For some IT concerns raised, we will need more detail to determine how to provide feedback to our COMIS colleagues. Just a reminder that there is a process for computer replacement on the L-drive, which follows best practices; please check out that policy.
- Jeremy Sibold and Erica Caloiero will be doing an annual training on travel study and summer courses for faculty.
- Kristen Cella will be working with program directors, vice chairs and faculty to enhance our graduate admissions process. This will be the primary topic of discussion for our first leadership team meeting with program directors/vice chairs and chairs in September.
- Shari Bergquist will provide a consistent process and timeline for staff performance appraisals.
- Just a reminder that all college standing committees and search committees do have access to staff support.
- There were some comments about the planning, frequency and timing of faculty meetings. In the past, faculty asked that we decrease meetings to an August and January kickoff meeting with a special focus, and just two official faculty meetings in the fall and the spring semesters. Those months where faculty meetings are not occurring are held for brown bag lunches on specific topics of faculty interest and diversity trainings. Gilberto sends out a request to all to suggest agenda items 10 days to two weeks prior to the meeting. To ensure we have sufficient time to cover the topics, we will be increasing our time slot from 90 minutes to two hours, knowing that if we don’t need all the time, we can dismiss early. I
will also be sending out my “Forward Together” communication before each faculty meeting to help facilitate our discussions. While it is nearly impossible to find a time that works for everyone, Gilberto works with our associate dean to find those times with the fewest classes being offered. We will explore live streaming or recording meetings if faculty feel this would be useful.

- OSS will provide information at the first faculty meeting regarding how to address student concerns so faculty have increased knowledge about the steps to take.
- Classroom space will remain an issue until the building and renovations on campus come to closure in fall 2019. We appreciate your patience. We are also requesting space in Given and the Medical Education building as they build their new research wing. We have been promised several office spaces, seminar rooms and classroom space from the LCOM.

ASSOCIATION OF SCHOOLS OF ALLIED HEALTH PROFESSIONS (ASAHP)

Our college is now a member of the Association of Schools of Allied Health Professions (ASAHP). This higher education connection provides opportunities for faculty professional development, particularly for those interested in or pursuing leadership positions. The Association has a strong focus on IPE and provides a monthly update on activities across the network of health professions schools/colleges. The ASAHP publishes the *Journal of Allied Health*, which is currently in need of manuscript reviewers, particularly in PT, OT, speech, clinical laboratory, nutrition/dietetics, and dental hygiene, as well as anyone who can review IPE/IPP submissions. If you are interested in serving as a reviewer, please contact journal editor Tom Elwood (tthomas@asahp.org).

REFLECTION ON MY FIRST NINE YEARS AS DEAN

As we move into the 2018-2019 academic year and my 10th year as your dean, I look forward together with you as we envision what CNHS will look like in 2025. My goal is always to build upon the remarkable strength of the people and culture in this College and our collective quest to prepare health care professionals who are ready to make a difference in other people’s lives. Our research efforts translate discovery for the benefit of society. We develop new ways to advance the needs of an evolving health care field. We forge ahead with global and domestic learning opportunities and community partnerships that are diverse, inclusive and integrative. I will share more with you about the last nine years at our kickoff meeting on Friday, **Aug. 24**, but here are just a few of the things we have accomplished together:

- **2009:** Interdisciplinary Clinical Simulation Laboratory Collaboration
  UVM MC Affiliation Agreement supports Joint Appointments
  Research Incentive Grants initiated

- **2010:** Communication Sciences and Disorders moves from Arts and Sciences to CNHS
  Diversity Retention and Recruitment Plan in place

- **2011:** Clinical Simulation Laboratory opens in Rowell Building
  Collaboration starts with the Vermont Center for Children, Youth and Families

- **2012:** Doctor of Nursing Practice degree begins
  Dean’s Undergraduate & Graduate Student Leadership Councils launch

- **2013:** D.P.T. /Ph.D. in Neuroscience initiated
  First Medical Laboratory Science Research Lab Renovation
Links Student Peer Mentoring Program launches  
2014: Nurse Practitioner Primary Care Clinic opens  
Clinical Nurse Leader master’s degree begins  
Dean’s Teaching and Research Awards instituted  
2015: UVM Integrative Health commences with CNHS as the administrative home  
2016: Master’s in Medical Laboratory Science begins  
CNHS Committee on Inclusive Excellence forms  
New funds stimulate graduate & undergraduate research  
Three new scholarships aid graduate students in CSD, D.P.T., and students of color  
2017: Interdisciplinary Ph.D. in Human Performance & Rehabilitation Science starts  
Health Sciences degree enrolls first class  
First Director of Interprofessional Education named  
Undergraduate minor in Emergency Medicine Services  
Undergraduate certificate in Integrative Health is approved  
Master’s in Physical Activity and Wellness approved  
2018: Master’s degree in Athletic Training approved  
Three endowed professorships awarded in Nursing  
20 CNHS Courses include IPE activities  

Since 2009, we have had a 37% increase in undergraduate enrollment, a 40% increase in graduate enrollment, a 47% increase in faculty, and more than $5.7 million in new grants. Thank you for your support and commitment to our thriving CNHS community. I have several goals for our 2018-2019 academic year and look forward to our work together in accomplishing these goals, including:

- Implementing our FY19 strategic priorities (see CNHS Strategic Plan)  
- Getting approval for an Integrative Health & Wellness Coaching Certificate  
- Hiring a Director of Diversity and Exclusive Excellence  
- Instituting an IPE service learning course in gerontology  
- Exploring a community service and global learning experience for all CNHS students  
- Increasing our external grant applications  

Have a great academic year and let’s remember the power we have to nurture the young minds of our students and the value of providing them with meaningful educational, research and community service experiences.

Webpage: www.uvm.edu/cnhs  
Twitter: www.twitter.com/UVMDeanPrelock