Yasmen Simonian – Performance and College Review
Dr. Ezekiel R. Dumke College of Health Professions (DCHP) Report
“Providing Excellence in Education in Order to Deliver Quality Healthcare Seamlessly”
March 17, 2022

It has been an honor and a privilege to serve as the dean of the Dumke College of Health Professions (DCHP) since 2008. The College has been very productive and progressive. This has all been possible because of our dedicated, hardworking, giving and caring College Executive Committee, faculty, staff and students, in addition to the support of the administration, development, supportive dean colleagues, and many across the campus and our community. We have also been fortunate to receive funding from individuals, foundations and healthcare communities that believe in us, valued and validate what we do. We have also benefited from external funds like HEERF and more.

Having been a member of our Weber State family for over forty years has provided me with specific knowledge of our institution, the ability to learn from colleagues and students and valuable connections that we have with our community partners. My leadership philosophy has always been to operate with an open-door policy, listen to everyone that needs to be heard and be transparent. I confidently believe in empowering and supporting our College Executive Committee (CEC), faculty, staff and students. We have dedicated, brilliant and caring individuals in our college with great abilities and expertise to advance our educational offerings to meet the needs of our students, our healthcare partners and the communities we serve.

The past three years have not been business as usual with the pandemic that devastated all of us. I could not be prouder of our chairs, faculty, staff, students and the administration for working together as a strong team to keep everyone safe, help in testing for Covid, contact tracing, vaccinating and continuing to educate. Everyone had to modify the way we offered courses, laboratory activities, research projects, clinical rotations and more. This takes dedication, selflessness, knowledge and care. Given all that, we graduated the most in our history last summer. I love my job and our profession!

This year we graduated our second cohort of Doctor of Nursing Practice (DNP). The very first degree of its kind at WSU. Currently, we are in the process of offering a Physician Assistant (PA) degree by January of 2023. This has been a need from the community and strong student request. We have increased our enrollment in the Annie Taylor Dee School of Nursing and the School of Radiologic Sciences. All other departments are viable and graduating much needed healthcare providers for our communities.

DCHP has five programs in the WSU Top 10 Degree Programs 5-Year Total:

- 1. Nursing 3,747
- 3. School of Radiologic Sciences 1,258
- 5. Medical Laboratory Sciences 858
- 6. Health Administrative Services 855
- 7. Health Sciences 756
Five-year enrollment trends for Spring, by department. The following chart shows student FTEs over time.

<table>
<thead>
<tr>
<th></th>
<th>Spring 2017</th>
<th>Spring 2018</th>
<th>Spring 2019</th>
<th>Spring 2020</th>
<th>Spring 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Athletic Training</td>
<td>156</td>
<td>157</td>
<td>161</td>
<td>139</td>
<td>132</td>
</tr>
<tr>
<td>Dent Hygiene</td>
<td>54</td>
<td>51</td>
<td>51</td>
<td>52</td>
<td>49</td>
</tr>
<tr>
<td>Emergency Health.</td>
<td>20</td>
<td>55</td>
<td>69</td>
<td>60</td>
<td>69</td>
</tr>
<tr>
<td>HAS</td>
<td>204</td>
<td>285</td>
<td>280</td>
<td>299</td>
<td>309</td>
</tr>
<tr>
<td>Health Sci</td>
<td>504</td>
<td>568</td>
<td>567</td>
<td>599</td>
<td>599</td>
</tr>
<tr>
<td>Med Lab Sci</td>
<td>207</td>
<td>227</td>
<td>251</td>
<td>228</td>
<td>214</td>
</tr>
<tr>
<td>Nursing</td>
<td>642</td>
<td>676</td>
<td>621</td>
<td>656</td>
<td>685</td>
</tr>
<tr>
<td>Rad Sci</td>
<td>342</td>
<td>341</td>
<td>360</td>
<td>409</td>
<td>399</td>
</tr>
<tr>
<td>Resp Therapy</td>
<td>85</td>
<td>82</td>
<td>84</td>
<td>73</td>
<td>71</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>2214</strong></td>
<td><strong>2442</strong></td>
<td><strong>2444</strong></td>
<td><strong>2515</strong></td>
<td><strong>2527</strong></td>
</tr>
</tbody>
</table>

Quality metrics include pass rates for licensure or national exams in many DCHP programs/departments. Some of those are as follows:

<table>
<thead>
<tr>
<th>Exam</th>
<th>Pass Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Athletic. Tring</td>
<td>100%</td>
</tr>
<tr>
<td>Dent Hygiene</td>
<td>100%</td>
</tr>
<tr>
<td>Emer Health</td>
<td>100%</td>
</tr>
<tr>
<td>HAS</td>
<td>84%</td>
</tr>
<tr>
<td>HIT – RHIT certification</td>
<td>86%</td>
</tr>
<tr>
<td>Med Lab Sci</td>
<td>95%</td>
</tr>
<tr>
<td>ASCP-BOC MLT exam</td>
<td>98%</td>
</tr>
<tr>
<td>Nursing</td>
<td>89%</td>
</tr>
<tr>
<td>NP certification</td>
<td>96%</td>
</tr>
<tr>
<td>Rad Sci</td>
<td>97%</td>
</tr>
<tr>
<td>Licensure in radiography</td>
<td>98%</td>
</tr>
<tr>
<td>Resp Therapy</td>
<td>98%</td>
</tr>
</tbody>
</table>

Program Developments:

- Public Health (BS) completed and will expand in the future
- PA in progress

Students completing the recent graduate survey showed that 39% were involved in a High Impact Educational Experience (HIEE). Most classes in our college are high impact and we are reviewing how to designate and improve those numbers to show them properly.

Equity, Diversity and Inclusion (EDI) are the focus of our institution and our department-specific strategic plans. While we consider diversity and inclusion in our hiring practices, we do not always have a pool of diverse candidates from which to choose. We work hard to recruit and accept a diverse group of students. Inclusion can be an issue in the DCHP with acceptance requirements set high. We continue
to find ways to accept more students into programs and help them progress from an associate’s to bachelor’s degree and more.

We have plans in addressing our EDI and Hispanic Serving Institution (HSI) goals in our college. We are in communication with the communities that serve these specific populations and have Task Forces and Committees specific for this purpose. There are recruiting and marketing efforts to increase diversity in our college. We hope to hire additional bilingual advisors/recruiters. The following is the fall enrollment demographics related to DCHP.

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hispanic/Latino</td>
<td>10.0%</td>
<td>10.5%</td>
<td>11.0%</td>
<td>11.0%</td>
<td>12.1%</td>
</tr>
<tr>
<td>Another Minority</td>
<td>7.6%</td>
<td>7.8%</td>
<td>8.3%</td>
<td>8.0%</td>
<td>8.7%</td>
</tr>
<tr>
<td>White</td>
<td>75.1%</td>
<td>74.3%</td>
<td>74.2%</td>
<td>74.2%</td>
<td>72.7%</td>
</tr>
<tr>
<td>International</td>
<td>0.5%</td>
<td>0.7%</td>
<td>0.9%</td>
<td>0.9%</td>
<td>0.8%</td>
</tr>
<tr>
<td>Unknown</td>
<td>6.8%</td>
<td>6.7%</td>
<td>5.6%</td>
<td>5.9%</td>
<td>5.7%</td>
</tr>
<tr>
<td>Female</td>
<td>77.9%</td>
<td>78.0%</td>
<td>78.1%</td>
<td>78.8%</td>
<td>78.5%</td>
</tr>
<tr>
<td>Male</td>
<td>22.1%</td>
<td>22.0%</td>
<td>21.9%</td>
<td>21.2%</td>
<td>21.5%</td>
</tr>
</tbody>
</table>

Our departments are working with the Northern Utah Area Health Education Center to support the needs of the region’s underserved population in terms of preparation for entrance into DCHP programs. Nursing has a specific objective to increase scholarships for a diverse population.

See the following link for an article on one of our first-generation students. [https://wakelet.com/wake/IniwhO5EcwAwgpV7SeYbk](https://wakelet.com/wake/IniwhO5EcwAwgpV7SeYbk)

In our college, we have endowments that allow us to help fund continuing education and advancement in degrees for our faculty. Each faculty furthering their education in their specific field can have up to $16,000 to earn their degree. We have several that graduate each year.

We also use some of the endowment funds to assist staff to obtain continuing education.

Below are some specific departmental information and just some highlights of achievements, awards, publications and advancements in education. There were many more that are not included in this document but are valued and noted.

- **Athletic Training (AT) and Emergency Healthcare (EH)** host joint labs. Medical Laboratory Sciences (MLS) students train graduate students in AT on blood draws and lab operations. AT returns the favor by teaching MLS students how to stop bleeding in life-threatening situations. AT also adds simulations to their students’ experiences. AT has a goal to increase diversity and inclusion among their student population and to add a study abroad opportunity.


  - Valerie Herzog was featured on KUTV regarding children and masks in school
• Valerie Herzog was elected as a Distinguished Fellow of the National Academies of Practice (NAP) in Athletic Training

• Research possibilities with RMCOEH

• **Dental Hygiene (DH)** has a goal to give all of their students at least two high-impact educational experiences (HIEE). This will improve students’ academic experience and increase their chances to pass the licensure exam.

  • The team at Best Accredited Colleges has released their 2021 rankings, and **Weber State University has been ranked #13 on our list Best Dental Hygienist Associate Programs!**

  • DH students took third place at the **UDHA state research poster presentation competition:**
    ➢ The Importance of Oral Cancer Screenings in Dental Hygiene - Hawai'i Mislang-Darden, Hallie Mayes, Kelsi Davis
    ➢ Oral Cancer Screenings in Dental Offices - Kelsie Scott, Lydia Stratford, Christa Stolrow
    ➢ The Connection Between HIV and Oral Health - Bailey Slater, Caitlin Browning, Cassy Beebe

  • Kim Caldwell, RDH, MEd elected as UDHA Delegate to ADHA

  • Ashley Shemenski, RDH, BS elected as UDHA Vice-President!

  • Amanda Gonzalez received the Utah Dental Association Outstanding Leadership Award

• **Health Administrative Services (HAS)** plans to better leverage alumni and industry relationships to increase educational and staffing needs. This includes the internships HAS students complete with industry partners. This is also where the new Public Health program resides. HAS hosted an IPE Case Completion Conference in the fall of 2021 and participated in 2022.

  • Weber State University in 2022 has been named No. 2 nationally for the online master's degree in healthcare administration

  • Cory Moss, WSU Presidential Teaching Excellence Award

  • Case Competition student team for 2022, representing WSU at the University of Alabama Birmingham were: DeShayla Tran, Keaton Montgomery, and Ninoska De Jesus Pineda, along with mentorship of Professor Steve Batman and Dr. Darcy Carter.

  • Best Online Medical Coding Degree Programs | Ranked #4
  • [https://www.intelligent.com/best-online-medical-coding-degree-programs/](https://www.intelligent.com/best-online-medical-coding-degree-programs/)
• **Health Sciences (HS)** continues to focus on department courses, learning objectives, test questions, course outcomes, and success rates. Course revisions and the development of course materials have saved students a substantial amount of money in reduced costs for books, at the same time providing great resources. That work will continue.

  • The team at Best Accredited Colleges has released their 2021 rankings, and **Weber State University has been ranked #2 on our list Best Associate Degrees in Health Science**!

  • Jim Hutchins received the Hemingway Collaboration Award for his work on zebrafish and autism

  • Brad Marden – Adjunct Professor, Health Sciences/Dr. Ezekiel R. Dumke College of Health Professions received the Presidential Teaching Excellence Award

  • Last year HS had 1797 students who take HTHS 1110. The course materials previously cost $270 and now cost only $25. The total savings for just last year's enrollees was $440,265. This was all due to the faculty working on inhouse teaching materials that cost less.

  • The same for Medical Terminology and Case Studies. Med Term had 2119 enrollments and Case Studies had 1042 enrollments last year, both with a book cost of about $70, if those numbers stay the same this year, they stand to save our students an additional $221,270 this year. They have created a new course, HTHS 1104, using only open educational resources, and have plans to overhaul the last course or two that are still connected to a published textbook.

• **Medical Laboratory Sciences** has spent a significant amount of their own funds to remodel their labs. In the words of their department chair, “These spaces have been updated with a modern design that emphases student workspace, ADA compliance, and working efficiency within the space. In AY2020-22, a remodel of the introductory and hematology laboratory with minor revisions to the floor plan and updating of cabinetry and shelving was completed. The remodels have been widely reported by faculty, staff, and students as improvements over the prior spaces and will facilitate future growth of campus cohorts.”

  • Matthew Nicholaou was named the Dumke Endowed Chair in 2021

  • Professor Justin Rhee and Dr. Cynthia Jones presented at the London Center for Interdisciplinary Research’s International Conference on Medical Humanities 2022

  • Matthew Nicholaou was selected by WSU Career Center as one of the 2021-2022 WSU Career Champions

  • Weber State University took 2nd Place in the national **CellBowl**. Amy Lund achieved a perfect score in 22.28 seconds. Southern West Virginia took 1st at 20.9 seconds. Altogether, 72 programs competed nationally, and Weber State University was recognized for having the highest score in the nation four times!
• Kendal Beazer was recognized with a Hemingway Faculty Collaborative Award for his efforts in developing a new study abroad program; Global Community Engaged Learning Project — Ghana

• Matthew Nicholaou and Kendal Beazer developed a new post-BS certificate program in association with the American Society of Microbiology. This program is currently in a pilot year before review and hopefully approval by the WSU Curriculum and Faculty Senate. This program will train students without a medical laboratory sciences BS degree to be certified and work in a clinical microbiology laboratory.

• Janice Thomas completed her Doctor of Health Sciences degree in May 2020.

• Matthew Nicholaou collaborated with Jim Hutchins of Health Sciences and Daniel Clark of Microbiology to develop a new interprofessional course, HAS 3980 Immunology of COVID-19, that focuses on teaching students with diverse scientific backgrounds about COVID-19.


• Matthew Nicholaou and Kendal Beazer helped develop, implement, and manage Weber State’s COVID testing program that resulted in over 17k tests being performed at the three testing sites.

• Scott Moore authored a chapter: Author of General Endocrinology chapter in Clinical Chemistry 9ed (Michael Bishop).


• Justin Rhees had a journal article accepted for publication: Rhees, J., & Harley, S. (2021). An Interdisciplinary Enrichment Laboratory on Lectin Production. Clinical Laboratory Science. August, 2021

Janice Thomas had a manuscript accepted for publication: **Predictors of Success on the MLT and MLS Board of Certification Exam**, Janice Thomas*, DHSc, MEd, MT(ASCP), Jeffrey L. Alexander, PhD, FAACVPR, ACSM-CEP

- **Annie Taylor Dee School of Nursing**, among their many ideas, has been working with the Northern Utah Area Health Education Center (NUAHEC) to introduce local high school students to health careers and to increase the School’s partnership with Utah technical colleges. The idea is to increase support of diverse and underserved populations who would like to enroll in our programs.

- Princeton Review named the Annie Taylor Dee School of Nursing among the Best Online Master's Program for 2022

- The team at Best Accredited Colleges has released their 2021 rankings, and **Weber State University has been ranked #1 on our list Best Associate Degrees in Nursing**!

- Received the WSU Hinckley Exemplary Collaboration Award 2021

- Sally Cantwell received WSU Office of Sponsored Project - the Innovation Success Award.

- Carrie Jeffrey – Annie Taylor Dee Teaching Excellence Award - Assistant Professor, Nursing/Dr. Ezekiel R. Dumke College of Health Professions

- Connie Merrill – Annie Taylor Dee Teaching Excellence Award – Assistant Professor, Nursing/Dr. Ezekiel R. Dumke College of Health Professions

- Kathleen Cadman received Joseph & Holly Nye Bauman Outstanding Faculty and Honors Award from the Honors Program

- London Draper was awarded the Outstanding Department Honors Advisor of the Year

- Jamie Wankier Randles, WSU Presidential Teaching Excellence Award

- Kristy Baron, WSU Presidential Teaching Excellence Award

- **Radiologic Sciences** has a similar goal to increase the number of under-represented students in all educational levels of the department. They also look to provide more interdisciplinary courses at the graduate level among their graduate students and those in nursing and the new PA program. They will also offer certificate programs to the entire DCHP students in introductory cardiology to prepare for the workforce.

- The Best Online Radiology Tech Programs for 2021 [https://www.edumed.org/online-schools/radiology-tech-programs/#4-year-schools](https://www.edumed.org/online-schools/radiology-tech-programs/#4-year-schools)

- Bachelor’s Degree Center was named #8 in the top 10 for Most affordable Bachelors of Radiation Science 2022
They will increase two cohorts, one in the evenings and the other one in the summer. This is a five-month project and hopefully will increase enrollment. They are working on a certificate for cardiology with other DCHP program. Will also help with Rehab Science with additional job opportunities.

- **The Respiratory Therapy** program is one of only 57 in the nation supporting a baccalaureate degree and one of only five in the country offering a master’s degree. Their challenge is to maintain and improve their faculty resources. The master’s program will convert to Advanced Practice Respiratory Therapy (APRT).

- REST program received the “Distinguished RRT Credentialing Success” for the 5th year in a row, detailing >90% on highest professional credential over a three-year average.

The **DCHP** will continue to focus on both sustainable growth and quality. During the 2022-23 school year, specific attention will be given to the following:

- The PA program will be fully staffed by the end of the school year and accreditation is scheduled to take place during the summer of 2022.

- Clinical rotations are vital for all majors, specifically for DNP and PA students. All efforts are in place to partner with our healthcare institutions and clinics for proper spots. We have had great assistance from our DCHP Ambassador Board members.

- Expanded marketing and recruiting efforts are the themes for the entire college, given the 4% decrease in enrollment. We are exploring all avenues and activities to increase enrollment in all areas in our college.

- Nursing’s year-round program will be monitored closely to see and maintain growth. They are partnering with the Rocky Mountain Center for Occupational and Environmental Health (RMCOEH) and U of Utah and OSP for Occupational Health Nursing (OHN) and an interdisciplinary degree.

- Valerie Herzog and Paul Eberle improved, modified and updated the DCHP Tenure Document for the following reasons:
  - To add a statement of commitment to Equity, Diversity, and Inclusion (EDI)
  - Clarification of the appropriate degree and applicable professional certification or licensure to be eligible for tenure consideration.
  - To add the description of the evidence and the required documentation of performance in teaching, research and service. Performance ratings are also defined for each area.
  - Clarify specifics of the minimum performance expectations for the third-year review.
  - Outlined the process, timeline, and any remedial actions required as a result of post tenure review.
• Add an alternative procedure is also included for faculty who apply for the Performance Compensation Plan (PCP) program.
• To add the Athletic Training and Physician Assist programs to the list of the departments.

The college, as a whole, maintained enrollment during the past year and seemed to meet the needs of most students. While enrollment numbers were down for Fall 202, the DCHP expects most programs will see enrollment fill as students receive acceptance letters and complete some requirements during following Summer. Enrollment in some face-to-face courses is lower than normal while online courses are higher. They will be closely monitored and data will be reviewed on a continuum. We will be prepared for variable modalities for course offerings.

The field of Healthcare and medicine is an everchanging and dynamic discipline. As a healthcare professional and educator, one has to immediately adapt, confront challenges and responsibly respond. At the Dumke College of Health Professions, our goal has always been to empower students with the education and tools to not only feel prepared in any healthcare discipline, but to also act as respectful and compassionate healthcare providers and leaders. Because together we help save lives.

To connect and assist with our healthcare partners, we will be offering requested continuing education courses, workshops and activities with credit for their continued CE activities.

We have been active in offering Military education to assist with their employability. London Draper has been instrumental in working with the ROTC members and expanding their education.

This is the link to DCHP information and programs https://www.weber.edu/chp/

Additionally, to meet the WSU Strategic Plans for creating interdisciplinary programs and degrees, DCHP will contribute to those programs i.e. Master of Science in Data Science (MSDS) a possible BS degree in Environmental and Occupational Health.

DCHP has been conducting various Study Abroad programs for over twenty years. Students gain irreplaceable education and experience that brings them closer to being a global citizen and to better understanding of global health. Additionally, provides opportunities for teamwork with other colleges at WSU. During the Spring Break, there were 8 departments and 4 colleges that went on a Study Abroad to Ghana. Their experiences and stories have been beyond fulfilling.

Dean’s Office
• Ken Johnson, Associate Dean, with his steadfast work has been overseeing the modification of the IPE building for the needs of the PA program accreditation. He has helped modify some of the Marriott Building classrooms to create new office spaces for faculty. As the space is very limited in our buildings, he has a great task for finding additional places for new faculty and classrooms.

• He is the co-author, along with Steve Walston, of two textbooks published in the past two years: Healthcare in the United States: Clinical, Financial, and Operational Dimensions and Organizational Behavior and Theory in Healthcare: Leadership Perspectives and Management Applications, Second Edition. Both are published by Health Administration Press.
• Eric Bennick and his colleagues maintain the IT needs of our college. Their work has been stellar during the pandemic. The pandemic increased the need of converting courses from face to face to virtual. With the addition of equipment and computers with HEERF funding, Eric and his team had to work almost 24/7 to meet the needs of our faculty and students.

• Elizabeth Bizzell, Marketing & Outreach Coordinator, has been instrumental in exploring the Social Media arena with daily posts and information. She has worked with WSU MarCom in advertisements and regular communications. Our college is “on the map” due to her efforts.

• NUAHEC has been an extremely valuable partner to Weber State University and the Dumke College of Health Professions for several years.

  • NUAHEC now serves eighteen high schools over three districts by allowing their students to explore medical careers as well as get an early college experience and earn college credits. In the past year, they have expanded their Davis School District branch of the program to include three cohorts and have added an Ogden School District branch of the program.

  • The individuals who work in this program are passionate about healthcare and are enthusiastic about educating the next generation of healthcare providers, and that is what makes NUAHEC so successful. They do everything possible to ensure their students are successful and usher them on to receive a healthcare focused university education.

  • In addition, NUAHEC has a focus on increasing and improving healthcare in underserved and rural areas as they tirelessly work toward this goal.

• Ann Gessel, Admin Associate has been overseeing all college related work. Additionally, she assists all admins in the college with associated business for the DCHP and WSU. She, with the help of Betty Kusnierz, Patti Glover and others, has helped to convert the Course Fees methods to Curriculog in order to better serve the needs of the entire university in the course fees processes.

• McKenzie Tuck, Admin Specialist II, has been nominated and as Super Staff Award multiple times. Was stellar during the Pandemic years by taking care of our college related business.

• Karen J Leonardi, Sr. Development Director, has been working tirelessly to increase funding for the college and more specifically for the PA program. She has obtained the following:
  • 2021:
    • 70 Donors
    • Fundraising Total: $895,469.20
  • 2022:
    • 65 Donors
    • Fundraising Total: $647,713.14
  • We have started our silent phase of WSU Capital Campaign. We have a big long list of wishes and needs that Karen will be addressing with everyone.
• Eric Neff, Admissions & Advisement Director. Last year, Eric and his colleagues in the office of our DCHP Admissions & Advisement, had meetings with the following students:
  ▪ Health Sciences: 3062
  ▪ Nursing: 1248
  ▪ Medical Laboratory Sciences: 735
  ▪ Radiologic Sciences: 644
  ▪ Dental Hygiene: 90
  ▪ Respiratory Therapy: 106
  ▪ Emergency Healthcare: 147
  ▪ HAS/HIM/Public Health: 497
  ▪ Rehabilitation Sciences: 342
  ▪ Pre-PA Students Club: 450

The departments with graduate degrees have their own graduate advisors and assist with those students that are interested in furthering their education in each specific graduate major.

Yas Simonian, DCHP Dean has been active at the local, national and international arenas. She has been representing WSU, DCHP, our community and beyond. The following are some of the examples of these activities.

• Clinical Education Task Force for the Association of Schools Advancing Health Professions (ASAHP).
• Reviewer for the Journal of ASAHP
• Active in the American Society of Clinical Laboratory Science (ASCLS)
• Active with National Accrediting Agency for Clinical Laboratory Science (NAACLS)
• Received H. Aldous Dixon Award 2021
• Featured as one of the Women of Weber
  o https://www.weber.edu/WSUToday/020122_YasSimonianWoW.html.
• Interviewed for Women’s History Month – Providing Healing and Advocating Hope. This video sums up what the last three years have been. Hope you have a chance to see it.
  o https://www.facebook.com/watch/live/?ref=watch_permalink&v=331153155492083

Thank you for taking time to read this document. There is so much more to write about how productive everyone in our college is. However, this is sufficient for now. As I said before, I am grateful and very proud of our faculty, staff and our graduates in how we serve our communities.

Thanks again, Yas