

**2020 Periodic Comprehensive Review
Blue Cross NC Institute for Health & Human Services**

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2020 Periodic Comprehensive Review Blue Cross NC Institute for Health & Human Services

I. Overview of IHHS

[The Blue Cross NC Institute for Health and Human Services \(IHHS\)](#) is one of only two Institutes at Appalachian State University. It was established at Appalachian in 2005 in an effort to pool together scattered health-related programs across the university in one centralized location for developing interprofessional collaborations in research, clinical training, and outreach. At the time, Appalachian did not have a College of Health Sciences; however, when the College of Health Sciences was established in 2010, the IHHS was pulled under the auspices of the College administratively. In 2020, the IHHS continues to be operated administratively as part of the Beaver College of Health Sciences but supports faculty, staff and programs across, and on behalf of, the university as a whole.

A. Mission and Vision

The [Vision of the IHHS](#) is that it will be the preeminent vehicle for connecting university resources to community needs for the promotion of health and wellness research, clinical training, and outreach in Western North Carolina. *We aspire to create a community of learning—or regional classroom—wherein all community members are engaged with Appalachian in the process of learning, training students, seeking new knowledge, and directing the future of a healthy and prosperous region.*

Toward that end, the mission is to promote multidisciplinary research opportunities, clinical services, community outreach, and training programs related to holistic health and well-being with the overarching goal of improving lives through transformative social, environmental, and healthcare advances.

A complete copy of our [Strategic Plan](#) separates our primary goals into building sustainable interdisciplinary research, creating interprofessional clinical training opportunities, and supporting outreach programs across Appalachian State University and our region in conjunction with community partners. The IHHS strategies and metrics support this plan. Despite this separation by division, the IHHS operates as one unit aimed at impacting regional health and wellness through projects that reflect the mission and vision, as well as the community-identified needs, the academic needs, and the expertise of our faculty, staff, and community partners.

B. Major Divisions

The IHHS is overseen by an Executive Director, currently Gary H. McCullough, Ph.D., who also serves as Associate Dean for Research and Graduate Education in the Beaver College of Health Sciences. This overlap in duties reflects the University's commitment and the College's commitment to growing interdisciplinary research in the IHHS while maintaining its core mission to train students for clinical practice and meet the specific health and wellness needs of our region. The Executive Director oversees the IHHS Division of Research and supervises four Directors who oversee the other major divisions of the IHHS: Community Outreach, Clinical Services and Training, Health Promotion for Faculty and Staff, and Counseling for Faculty and Staff. Thus, the IHHS exists to serve the internal community of Appalachian faculty and staff as well as the communities of the "High Country." It provides clinical and field training opportunities, as well as research opportunities, to do so. Each division, including Research, is briefly described below with respect to funding, facilities, programs and services, people served, and program evaluation methods.

C. Budgetary Overview

As the IHHS exists under the umbrella of the Beaver College of Health Sciences, the College maintains the responsibility for fiscal oversight, as well as oversight of the Executive Director and all IHHS programs. This alignment ensures that the IHHS has sufficient funding for all salaries and sufficient operating funds on an annual basis that is sustainable for the future. Salary for the Executive Director is provided from Academic Affairs as part of the overall allotment of formula-based faculty positions for the College, as is the Director of the Interprofessional Clinic. Funding for the other three Directors also comes from Academic Affairs into the College for distribution to the IHHS.

Additional information regarding budgets is provided for each division in this document.

D. Facilities Overview

IHHS facilities are located in three separate buildings belonging to Appalachian State University, two of which are separate from the main campus.

1. Leon Levine Hall for Health Sciences (LLHS)(1179 State Farm Road) is a two-year-old, 203,000 square foot building located in the Wellness District of Boone, NC directly across from Watauga Medical Center, the principal medical facility for the Appalachian Regional Health System. LLHS is five stories tall with over 200,000 square feet. LLHS serves as the administrative home to the IHHS with administrative offices for the Executive Director, the Director of Outreach, and the University Support Specialist (Suite 448). In addition, there is a shared meeting space, a shared workroom, and a shared kitchen. There are an additional three offices dedicated to IHHS project development that are reserved for grant-funded positions or IHHS-affiliated faculty to work on designated projects.

One of two clinical facilities operated by the IHHS Interprofessional Clinic is located in Suite 132. This suite provides office space for the Director of Clinical Services and one administrative support specialist and 2,000 square feet for providing clinical services and clinical training activities for students. Additional information is provided under the Interprofessional Clinic section of this review.

LLHS includes almost 35,000 square feet of research space. Research labs and clinical spaces have state of the art equipment that is program-specific. High tech simulation labs provide additional clinical training and research opportunities. The Executive Director of the IHHS, who also serves as Associate Dean for Research and Graduate Education, has provided additional office space in Suite 448 for the Office of Research to use to support faculty with research.

Finally, Suite 253 is one of two facilities on campus for Health Promotion for Faculty and Staff. This area has an office, free weights, cardio equipment, and two bathroom/locker rooms.

2. University Hall (UH) (400 University Hall Drive) is located off of Blowing Rock Road near the Boone Mall. The first floor is the second location of the IHHS Interprofessional Clinic and provides 17,000 square feet devoted to clinical and clinical research space with both individual and group size rooms and conference rooms. Additional information is provided under the Interprofessional Clinic section of this review.

3. Varsity Gym is located in the center of the main campus at Appalachian State University. The primary location for Health Promotion for Faculty and Staff is in the basement of Varsity Gym and provides 6,500 square feet of space for providing individual and group exercise programs, personal training, and specialty clinics, as well as an office for staff.

II. IHHS Division Details

Information on each division is provided below with respect to: 1) operating budget, 2) staff positions, 3) facilities, 4) programs/services offered, 5) people served, and 6) assessment of program quality.

A. Community Outreach

1. Operating Budget

- The IHHS state allocated operating fund is the primary fund for staffing and providing financial infrastructure for community outreach. The salary for the Director of Community Outreach is provided from this fund along with administrative staff support and other operational needs and is sufficient for operating the current outreach programs.
- Some specific programs have additional funds.
 - Girls on the Run (GOTR) has a fund for fees and services that is used to manage much of the activity for this program and provide salaries for two part-time staff. There is also a foundation account for GOTR that can be used for various activities. For example, this fund was recently used to start a scholarship for an incoming freshman who participated in GOTR in middle school.
 - The IHHS also has a separate fund for managing its primary fundraiser, the High Country Triple Crown race. This series of three races raises funds that can be spent on various IHHS outreach programs.

2. Staff Positions

- Director, Mary Sheryl Horine
- GOTR Site Advisors:
 - Non-student temp - 20 hours/week - Jacqueline Dyer
 - Non-student temp - 10 hours/week - Jackie Parsons
- Interns: 1 to 3 each semester, typically from social work, public health, exercise science, or public administration
- The Director of Outreach Reports to the IHHS Executive Director and is evaluated annually through the ASU Human Resources portal based on mutually agreed upon goals for each year.

3. Facilities

- Leon Levine Hall for Health Sciences (LLHS)
 - The office of the Director of Community Outreach is located in LLHS Suite 448 along with the Executive Director and the University Program Associate. This suite provides shared meeting space, a shared office supply room, a shared kitchen, and three additional offices dedicated to various IHHS projects.
- University Hall
 - The Division of Outreach oversees the Hub for Diverse Abilities, which is a family resource center focused on supporting families of children and adults with autism and a variety of other disabilities. This is operated out of Room 168, which provides approximately 1300 square feet of space for providing a resource lending library, computers, reading materials, consulting services, support meetings, and small group meetings.

4. Programs/Services Offered

The IHHS Division of Outreach serves to bridge the gap between community health needs and the resources that the university community can provide. Student involvement in outreach efforts is paramount both to the success of programming and for the practical experience and application for the student. Programs and services are initiated in a variety of ways: 1) through need informed by research or clinical outcomes, 2) student initiated, or 3) community initiated.

- Hub for Autism and Neurodiversity (HANd): HANd is a strategically coordinated effort that brings together faculty and staff from the Beaver College of Health Sciences and Reich College of Education as well as community collaborators including the Appalachian District Health Department, Watauga County Schools, health providers, parents of youth and adults with special health care needs and individuals on the autism spectrum. As the only organization of its kind in the high country, the mission of HANd is to serve as an innovative hub that provides community-wide education, connects families and individuals to services and resources, and advocates for acceptance and understanding of autism and neurodiversity. HANd envisions a community where individuals on the autism spectrum thrive with support, acceptance, and understanding.

HANd supports several programs.

- The Hub for Diverse Abilities (HUB) is a physical space to support the mission of HANd and serves as a family resource center. Strategically placed in the same building as the IHHS Interprofessional satellite clinic which provides autism diagnostic services, the Hub is primarily utilized by families and caregivers via referrals from pediatric providers, Appalachian's Parent to Parent Network, and the public school system. Faculty, staff and Appalachian students are able to access the Hub to utilize materials, network, and provide services for individuals and families. The purpose of the Hub is to provide resources and support services related to health, education, and social services; referrals/connections to community services and resources; family connections; and a lending library for books, sensory materials, physical activity equipment and educational curricula. Social Work students complete their internships in the Hub to be able to assist families with resource needs and to schedule the center for individual and group activities.
- Camp Crinkleroot: Camp Crinkleroot is a free program offered twice each year for children ages 8 to 18 with Autism Spectrum or similar Disorder. In existence for ten years, the program's goals are to engage kids in a typical summer camp environment while simultaneously practicing valuable communication and social skill development. Each camper is matched with a one-on-one buddy to ensure their experience is tailored to meet their specific needs. Camp benefits parents by providing free respite time staffed with trained volunteers. The volunteers are students from Appalachian State University who are recruited and trained before the weekend of camp begins. The spring camp is held at Camp Sky Ranch in Blowing Rock and the fall camp is held in the Leon Levine Hall of Health Sciences. In addition to campers with ASD, siblings are invited to attend spring camp and special activities are designed to support their needs and unique roles.
- Annual Autism Conference: HANd has offered two regional day-long autism conferences in September of 2018 and 2019 and plans to offer another conference in 2020. The average attendance at the two conferences was 165 people of which approximately sixty percent were professionals (ASU faculty, teachers or practitioners)

and forty percent general attendees (ASU students, people with a disability, family members). Registration fees for the conferences are kept low to encourage family and student attendance. Funding support for the conferences has been provided by IHHS, NCCDD and Watauga County Schools.

- **Girls on the Run of the High Country (GOTR):** Girls on the Run is a transformational physical activity–based positive youth development program for girls in 3rd to 8th grade designed to develop and enhance girls’ competencies to successfully promote good health outcomes.
 - GOTR offers programming during the fall and spring semesters. Each of the programs lasts for ten weeks and meets twice per week following an evidence-based curriculum. ASU students and other community volunteers complete seven hours of blended online and in-person training to be able to administer the curriculum. The program is offered in a five-county area of the High Country and to date has had more than 2,300 participants and 500 community volunteers. On average, 400 girls participate in the program annually.
 - Camp GOTR is offered in the summer for girls to experience the Girls on the Run curriculum outside of the normal school year. Led by three ASU student interns, the camp is one week in duration for a period of three weeks during the summer. ASU students attend seven hours of training, participate in weekly supervision meetings and execute all functions of the camp from program planning to evaluation. In 2019 there were 48 participants in the summer camp program
- **Healthy Heart Collaborative (HHC):** In collaboration with the Omar Carter Foundation, Appalachian Regional Hospital System and Boone Chamber of Commerce, HHC is an initiative to focus on cardiovascular health, awareness and education. Major goals of the HHC are to educate ASU students, faculty/staff and the community about how to rapidly respond in the case of sudden cardiac arrest through the use compression-only CPR. Since its inception in 2018, 2,439 students, faculty, staff and community members have practiced compression only CPR sponsored by IHHS. Instruction has been held in numerous settings including continuing education for faculty and staff, student practicums, class projects, athletic team meetings and as part as general instruction in the Beaver College of Health Sciences.

5. People Served

- Community members of any age in the High Country region
 - Specific outreach populations include girls in the 3rd-8th grade
 - Individuals and families impacted by ASD and other developmental disabilities
- Any College of Health Sciences faculty, staff, or student who wishes to collaborate to develop service learning or experiential educational opportunities. We provided training experiences to 122 ASU students.
- Participants and counties vary by program but range from 250 - 1700 people across 5 to 25 counties.

6. Assessment of Program Quality

Each program within the Division of Outreach is assessed across levels of constituents. Separate evaluations are conducted for: a) Faculty/Staff supporting the program; b) Student trainees in the program; and C) the people being served by the program. Some provide pre- and post-assessments, such as conferences and internships, while others just have a post-

experience assessment. These are mostly survey questions regarding perceptions of overall quality of the program. Assessment and other information are provided each year in our [Annual Report](#).

B. Health Promotion for Faculty and Staff

1. Operating Budget

Health Promotion for Faculty and Staff (HPFS) is a state appropriate funded program. The annual budget is based on previous year's expenses, as well as, the program's projected goals and objectives. Funds for the account are approved by the Executive Director to the Dean of Beaver College of Health Sciences and supports salaries/payroll, equipment and supplies, and educational training.

2. Staff Positions

HPFS employs three full time staff, four non-student temporary employees, eight student employees, and four contract employees.

- Full-time Staff: Program Director, Exercise Coordinator and Administrative Specialist.
- Non-student temporary:(2) Personal Trainers, (2) Group Exercise Leaders
- Student temp: (1) Program Coordinator Assistant, (1) Office Assistant, (4) Personal Trainers, (4) Weight Room Assistants and (2) Interns
- Contract: (1) Phlebotomist, Novant Health Breast Center, (2) Exercise Equipment Technicians

The Director of Health Promotion for Faculty and Staff reports directly to the IHHS Executive Director and is evaluated annually through the Appalachian State University Human Resources port based on mutually agreed upon goals for the year.

The Exercise Coordinator and Administrative Assistant Specialist report directly to the Program Director and are evaluated annually through the Appalachian State University Human Resources port based on mutually agreed upon goals for the year.

Program Coordinator Assistant reports directly to the Program Director and is evaluated twice per semester using Appalachian State University Health Promotion assessment based on mutually agreed upon goals for the semester.

The Office Assistant reports directly to the Administrative Assistant Specialist and is evaluated twice per semester using Appalachian State University Health Promotion assessment based on mutually agreed upon goals for the semester.

Personal Trainers, Group Exercise Leaders, Weight Room Assistants and Interns report directly to the Exercise Coordinator and are evaluated twice per semester using Appalachian State University Health Promotion assessment based on mutually agreed upon goals for the semester.

3. Facilities

Health Promotion for Faculty and Staff operates from two facilities: Varsity Gym and Leon Levine Hall.

Varsity Gym (530 Rivers Street) is located in the center of the main campus at Appalachian State University and serves as the primary location for Health Promotion for Faculty and Staff. Health Promotion occupies the basement (six racquetball courts that have been converted into an employee-only workout facility) of Varsity Gym (6,500 sq. ft.). The 6,500 sq. ft. facility offers individual and group exercise programs, personal training, and specialty clinics, as well as an office for staff.

Leon Levine Health Promotion Lab (LLHPL) (1179 State Farm Rd, Room 253) is located in the Beaver College of Health Sciences Building. LLHPL is an 880 sq. ft facility that offers locker rooms/shower facilities, cardiovascular and weight training opportunities, in addition to personal training and group exercise classes (LLHS 340).

4. Programs/Services Offered

The Health Promotion program provides Appalachian State University staff, faculty, retirees, and their spouses/domestic partners with information, programs, and services that help to promote a healthier lifestyle and a better quality of life. Major components of the program include health and fitness, preventive care, and outreach programs.

Exercise and Fitness Programs

Health Promotion offers a diverse range of exercise and fitness programs each semester: personal training, group exercise classes and general fitness.

- * Personal Training: 120 session per week (in person and virtual training)
- * Group Exercise Classes: 16 classes per week
- * General Fitness: ~425 participants per week

Preventive Care

Health Promotion for Faculty and Staff provides the following preventive care services: departmental blood pressure checks, low-cost blood screenings, flu clinics, mobile mammography, and vision screenings.

- * Departmental Blood Pressure Checks: 17 departments/semester
- * Blood Screenings: ~ 15 participants/month
- * Flu Clinics: ~ 500/annually
- * Mobile Mammography: 160/annually
- * Vision Screening: ~30/annually

Special Services

Health Promotion for Faculty and Staff provides an assorted set of special services: Blood Drives, Workstation Analysis, CPR/AED/First Aid, Community Drives, and 5K Events.

- * Blood Drive: 5/annually
- * Workstation Analysis: Offer per request; average 30/annually
- * CPR/AED/First Aid: Offer per request, average 15 classes/year
- * Community Drives: offer 2/annually
- * 5K Events: offer 2/annually

5. People Served

HPFS serves all faculty and staff, full and part-time, retirees, spouses/domestic partners employed by Appalachian State University.

6. Assessment of Program Quality

Health Promotion for Faculty and Staff annually assesses its effectiveness through a variety of methods: feedback from participants, supervisors, online surveys, word-of-mouth, and usage reports. Assessment and other information are provided each year in our [Annual Report](#).

C. [Counseling for Faculty and Staff](#)

1. Operating Budget

Counseling for Faculty and Staff functions on a relatively small operating budget and has no budget independent of the IHHS. They operate as one of the clinical services offered out of the Interprofessional Clinic. Clinical Services are supported through salary for clinical personnel, as well as office staff who provide reception and scheduling support along with graduate students who staff the reception office. The IHHS operating budget provides necessary funds for office expenditures, as well as training and travel.

Salary for the counselors is provided by Academic Affairs through the College.

2. Staff Positions

There are 3 positions in CFS.

- 1) Director of CFS, Tandra Carter, Ph.D.
- 2) Part-time counselor (15) Julie Neal
- 3) Part-time counselor (20) Matt Cooper

3. Facilities

CFS operates out of the Interprofessional Clinic in University Hall. There are three offices for the director and two part-time counselors. These offices also serve as their counseling rooms.

4. Programs/Services Offered

CFS provides mental health services to employees of the University and their immediate family members. This work includes counseling individuals, couples and families. In addition, they provide information and referral regarding mental health and behavioral health concerns. CFS also provides consultations to employees and supervisors in regards to mental health concerns that impact the workplace. Finally, CFS provides workshops and trainings to the general campus community, as well as to targeted audiences upon request. This can range from a one-time workshop to a series of trainings, or the facilitation of office retreats.

5. People Served

CFS serves faculty, staff and their immediate family members. CFS also serves some graduate students in clinical mental health fields.

6. Assessment of Program Quality

Counseling for Faculty and Staff assess its effectiveness through a variety of means. CFS uses client feedback, periodic client satisfaction surveys, surveys to class and workshop participants,

utilization rates to assess the quality and effectiveness of our services. Information regarding quality assessment is available in our [Annual Report](#).

D. [Clinical Services](#)

1. Operating Budget

- Positions for operating the IP Clinic are funded by the University through the Beaver College of Health Sciences. The position of the Director is a state funded faculty/staff line, and two administrative positions are funded through the state operating budget allocated to the IHHS.
- The IPC operates within the IHHS State Appropriated Operating fund. Funding is provided through the Beaver College of Health Sciences to support the Interprofessional Clinic. Funds support the space, utilities, housekeeping, physical plant needs, basic supplies (cleaning, paper towels, etc), as well as electronic health record (which is collaboratively funded by programs who bill insurance).
- Audiology, Speech Language Pathology, and Psychology services are billed to insurance. Clients/patients who are uninsured and underinsured apply for the programs' respective sliding fee scale. Music Therapy patients pay a fee that the patient is responsible for. Music Therapy patients are also eligible to apply for a sliding fee scale. All funds that are received are given to their respective programs. Respective programs must pay per provider for the use of electronic health records and must provide for their own discipline-specific supplies.

2. Staff Positions

- There are three full time staff who are responsible for operating the IP Clinic:
 - Bryan Belcher, Director
 - April Ward, Administrative & Billing Specialist
 - Rachael Roosa, Administrative & Electronic Health Records Specialist
- Other positions are temp/student employees. Students serve a critical role in operating and supporting the IPC. Students work at the front desk of both locations in an administrative support role which includes: scheduling patients, taking payments and copays, building patient charts inside the EHR, opening and closing locations, providing information about services, etc. The work they do aligns with their educational program with respect to the types of tasks they are assigned.
- 2 graduate assistants work 20/hrs/week. Funding comes from departments or IHHS.
- 2 federal work study students work 10/hrs/wk. Funding comes from student employment.
- 1 student temp works 10 hrs/wk. Funding comes from IHHS.
- 2 HCM interns work 10/hr/wk. Funding comes from the HCM department. HCM students are involved in administrative leadership projects in the clinic.

3. Facilities

- Leon Levine Hall houses the clinical facility dedicated primarily to adult medical and rehabilitation services.

- In addition to two staff offices, the facility has two group meeting rooms; a simulated apartment with full kitchen, living room, bedroom and bathroom; 10 exam rooms; 1 student work room; a faculty observation room; a voice and swallowing lab; a scope cleaning room; a telehealth room; a front desk and waiting room.
- An in room camera system for observation and recording is in place for all exam rooms
- There is a computer cart with 8 laptops for checkout
- University Hall houses the clinical facility dedicated primarily to the assessment and treatment of children and adults with developmental disabilities, as well as all psychological services and music therapy.
 - This facility has a reception/waiting room; family waiting room; an office for staff and files; a large conference room; clinical office space for multiple programs; individual clinical treatment rooms and observation rooms; and a family resource center (HUB).
- Billing and documentation for both facilities are administered through an electronic health record (EHR) system (CureMD web based software)

4. Programs/Services Offered

The IPC supports the Charles E. and Geneva S. Scottish Rite Communication Disorders Clinic, Audiology Clinic, Speech Language Pathology including voice and swallowing, Psychology Clinic, Music Therapy, and Counseling for ASU Faculty and Staff, as well as other faculty/student initiated interprofessional clinical activities that vary from semester to semester to meet the needs of the clinical programs and serve the community.

- The IPC provides space and support for:
 - Interprofessional education activities for all College of Health Sciences programs
 - Wake Forest University Physician Assistant Program
 - Health Promotion for Faculty and Staff programming
 - Blood screenings
 - Flu shots
 - Nutrition counseling with IPC Nutrition graduate assistants
 - Community based Exercise Science classes
 - Aging related health screenings
 - Other campus/community events such as the Dementia Virtual Tour
 - Flu shot clinic for students
 - Research interviews
- The IPC hosts internships for Healthcare Management students and bachelors and masters level social work students.
- The IPC hosts a monthly community advisory group made up of community healthcare and safety net organizations.
- The IPC hosts a monthly Committee of College of Health Sciences program representatives in order to involve faculty in IPC activities and receive feedback.

5. People Served

- Any community member, including members of the Appalachian State community, can access affiliated clinical services
 - Specific clinic populations include children with speech, language, or learning delays and adults with dyslexia
 - People who have experienced a traumatic brain injury or have a debilitating condition such as Parkinson's Disease
 - People with age related hearing loss
- Any College of Health Sciences faculty, staff, or student who wishes to use IPC space for college related activities
- Most clients/patients served are from Watauga County. We do have patients/clients from the surrounding counties including Ashe, Avery, and Catawba. Occasionally we serve patients for autism evaluations and cochlear implants that come from the region.

6. Assessment of Program Quality

Each program within the Interprofessional Clinic is assessed across levels of constituents. Separate evaluations are conducted for: a) Faculty/Staff supporting the program; b) Student trainees in the program; and C) the people being served by the program. Some provide pre- and post-assessments, such as traineeships and internships, while others just have a post-experience assessment, such as patients/clients. These are mostly survey questions regarding perceptions of overall quality of the program.

E. [Research](#)

1. Operating Budget

The Executive Director serves as the Director of Research and is funded as a tenured faculty and administrative EPA employee of the university. No other staff are supported. A grants and contracts manager, employed by the Beaver College of Health Sciences, works with pre- and post-award budgets but is not funded through the IHHS.

The Division of Research has two funds for receiving and spending.

- The first is an indirect cost return fund. The IHHS receives 20% of all indirect costs on external grants administered through the IHHS.
- The second is a Contract and Grant Residual fund, which holds unspent funds from externally funded projects.
- Both of these funds are utilized to support IHHS-affiliated faculty in their research development at the discretion of the Executive Director.
- Five percent of the indirect costs received in the IHHS are returned to the PI for research development.

2. Staff Positions

There are no full time staff dedicated to research in the IHHS. The Executive Director of the IHHS and Associate Dean for Research serves as the Director of Research. The Contracts and Grants Manager for the College of Health Sciences supports all pre- and post-award

development through the IHHS, as well as the College. The University Program Associate for the IHHS is a full time staff member and supports all divisions of the IHHS

3. Facilities

The IHHS is housed on the fourth floor of Levine Hall for Health Sciences (suite 448) and houses an office for the Executive Director, an office for the Contracts and Grants manager, and an office for the University Support Specialist. There are three additional office spaces dedicated to IHHS projects that are typically grant-funded positions. The College of Health Sciences has numerous research labs throughout Levine Hall, many of which house IHHS-supported faculty and projects.

4. Programs/Services Offered

The IHHS supports faculty, staff, and student research in a number of ways outlined below.

- Faculty Affiliation: The IHHS has approximately 30 affiliated faculty who administer at least some, if not all, of their grants through the IHHS.
- Interdisciplinary Research Clusters: There are currently four interdisciplinary research clusters associated with the IHHS:
- BCHS/IHHS Faculty Research Training: Trainings and workshops are held for faculty to understand the internal mechanisms for research and grant development at Appalachian, learn how to create long-term research plans, develop better IRB submissions and consent forms, and more.

5. People Served

IHHS Research aspires to connect faculty, staff and students with the community for research development. We partner with numerous organizations such as the health department, the Appalachian Regional Health System, High Country Community Health, the Hunger and Health Coalition, and others to develop research protocols and externally funded projects that are meaningful to the people of Western North Carolina.

6. Assessment of Program Quality

Assessment of research support is an ongoing process with individuals and groups, much of which are relatively new. IHHS Research focus groups are held once or twice a year. Informal feedback is solicited on a regular basis from department chairs, faculty, and others. Feedback from interdisciplinary research groups (just started this year) will be developed in 2020-2021.

In addition, grant submissions & awards numbers are collected on an ongoing basis in conjunction with the Office of Research. These and other data are provided each year in our [Annual Report](#).

Finally, an annual evaluation of the Director/Executive Director and Associate Dean is conducted by the Dean of the Beaver College of Health Sciences each year with respect to research development and support.

III. Management of the Blue Cross NC Institute for Health and Human Services

A. Management By Process

1. Process for director (Executive Director) searches, steps in the process, participants and responsible parties, and appropriate decision-making procedures.

- In 2014 the position of Director (now Executive Director) of the IHHS was tied to the position of Associate Dean for Research and Graduate Education due to the Dean's decision to enhance research in the newly formed College of Health Sciences and to refocus the IHHS on creating a stronger research infrastructure and increasing clinical training opportunities for graduate students. Therefore, the process for the search for the Executive Director follows UNC General Assembly and Appalachian State University policy for EHRA administrative appointments and tenure-track faculty.
- A national search for the Associate Dean/Director of IHHS was conducted according to UNC System and Appalachian State guidelines with national advertisement for an associate or full professor who could be tenured in one of the College's departments and who held the research and clinical qualifications to serve in both roles at Appalachian. A Search Committee was formed in the same manner it is for all tenure-track faculty and EHRA administrative positions and included various Department Chairs and Program Directors in the College. After review of applications, select individuals were brought to campus for interviews. After interviews were complete, which included meetings with various campus officials, faculty, and students, IHHS staff, and the Search Committee, the Dean of the College of Health Sciences received a recommendation from the Search Committee and extended an offer for the position to the chosen candidate. The current Executive Director, Gary McCullough, is beginning his seventh year at Appalachian. He served as Director for five years. However, the IHHS was given oversight of two on-campus programs--Health Promotion for Faculty and Staff and Counseling for Faculty and Staff, each with its own Director. In addition, two more positions were created during this time for Director of the Interprofessional Clinic and Director of Community Outreach. Thus, the position of Director was renamed Executive Director with four other Directors reporting to that position. Dr. McCullough is also a tenured professor in the Department of Communication Sciences and Disorders, and this was voted upon in that department according to the faculty handbook.
- The Executive Director of the IHHS serves at the pleasure of the Dean of the Beaver College of Health Sciences. When the time comes to replace this position, the Dean would have the right to decide whether or not the Executive Director would continue to be tied to the Associate Dean position or separated. Regardless, a national search for the position of Executive Director would be initiated following the same procedures as outlined by the UNC General Assembly and the Appalachian State University Faculty Handbook for tenure-track and EHRA administrative positions.

2. Cycle for annual and comprehensive reviews of the IHHS, including designation of the responsible office(s).

- Periodic Comprehensive Review (PCR) of all Institutes and Centers is conducted, according to the UNC General Assembly policy, every five years. As the IHHS was brought under the auspices of the Beaver College of Health Sciences, which was started in 2010, the current Executive Director arrived in his position and immediately helped submit the last periodic comprehensive review in 2015.
- PCR is overseen by the Dean of the Beaver College of Health Sciences.
- The Executive Director is responsible for working with the Directors and Program Support Specialist to compile the information and provide the PCR document for review.

3. Evaluation criteria to include at a minimum:

A. Performance against specific objectives and goals.

- Goals for the Executive Director/Associate Dean are established in conjunction with the Dean of the BCHS each year according to UNC General Assembly and Appalachian State University guidelines for evaluation of performance by EHRA staff. Goals are established collaboratively by the Executive Director and Dean related to the IHHS and evaluated each annual cycle as part of the overall performance evaluation of the Associate Dean/Executive Director. Objectives and goals for the Executive Director reflect each of the four divisions of the IHHS and their respective objectives and goals.
- Working with the four Directors in the IHHS, the Executive Director sets annual goals for the IHHS divisions and places those goals in Xitracs, the assessment system utilized by the university. These goals are reviewed and approved by the Dean of the College. Success with respect to these goals are reviewed annually by the Dean and Executive Director and updated with new or amended annual goals. The annual review of the Executive Director usually takes place in April, and new goals for the upcoming year are established in May.

B. Quality and quantity of scholarly activity, teaching and other instructional activity, and service -- all as appropriate to mission.

In keeping with the mission of the IHHS “to promote multidisciplinary research opportunities, clinical services, community outreach, and training programs related to holistic health and well-being with the overarching goal of improving lives through transformative social, environmental, and healthcare advances,” clinical training of students, student field experiences through community outreach, and research experiences for students and faculty are the core of all IHHS activities. Attempts are made to ensure that both research and teaching are a part of everything the IHHS does.

- In 2018 - 2019, the IHHS Director implemented new faculty affiliations to increase faculty scholarly activity within the IHHS. There are three levels of faculty:
 - Research/Scholarly Activity
 - Research Affiliate - Faculty has submitted at least one external grant through the IHHS
 - Research Associate - Faculty has at least one externally funded grant administered through the IHHS
 - Research Fellow - Faculty has at least \$500,000 in funding administered through the IHHS
 - The IHHS tracks [IHHS Faculty Affiliates](#) and links to their current research publications and grants.
 - Total numbers of grant submissions, amounts, and funding are tracked and listed in our [Annual Reports](#).

- Teaching and Other Instructional Activity

Teaching/Instructional activities occur in the clinical and fieldwork experiences offered through our Division of Outreach and our Division of Clinical Services in the IHHS.

 - The IHHS houses an Interprofessional Clinic that provides opportunities for clinical training in an interdisciplinary context at two locations.
 - Though clinical supervisor assessment is handled through individual departments, the Director of the IHHS Interprofessional Clinic tracks quality of programs through surveys of the following constituents:
 - patients/clients regarding quality of services
 - students regarding quality of clinical experiences
 - faculty/staff regarding quality of the activities and support
 - In addition, the Clinic Director tracks all client visits for all affiliated programs--data which are provided in the IHHS [Annual Reports](#).
 - The IHHS offers interdisciplinary "field experiences," as well, including a Girls on the Run program, camps for individuals with autism, and other training and educational experiences.
 - The Director of Outreach tracks all program participants and evaluates the quality of the programs based on:
 - patients/clients regarding quality of services
 - students regarding quality of clinical experiences
 - faculty/staff regarding quality of the activities and support
 - Programs and numbers of people served are reported in the [Annual Reports](#).

- Health Promotion for Faculty and Staff and Counseling for Faculty and Staff have no goals relating to research or clinical training. They are outreach programs that serve, internally, the faculty and staff of the university. They do conduct assessments of both individual and group programs throughout the year that are reflected in their goals and their end of year reports.

C. Sufficient budget to continue operation, including the amount and proportion of funds received from General Fund and non-General Fund sources, as well as in kind support.

- Budgetary requests for each fiscal year are submitted in April of the prior year and based on the prior year expenses and projected increases in budgetary needs.
- Salaries for full time personnel in the IHHS are provided by Appalachian State University through the Beaver College of Health Sciences, and budgets are sufficient from the university to support these positions, which have dual responsibilities in the IHHS and the College. Part time positions are funded through operating expenses or external grants and are subject to vary depending on need. Thus, if need declines there may be fewer part-time positions, and if need rises, there may be additional positions funded by the actual services provided (i.e., billable clinical services or grants).
- Operational expenses are provided from the Beaver College of Health Sciences.
 - Operational expenses include:
 - Funds for graduate assistants and student workers to assist with IHHS operations and staffing for the Interprofessional Clinic. Student work is supplemented by unpaid internships offered through various programs.
 - Other part time personnel.
 - Funds for equipment, supplies for clinical and outreach programs.
 - Building and infrastructure needs.
 - Equipment and electronic health records for the clinical programs that are not covered by clinical income.

D. Fiscal oversight.

Fiscal oversight of the IHHS is provided by the IHHS Executive Director and the Dean of the Beaver College of Health Sciences, working closely with the College Budget Director and the University Program Associate for the IHHS.

E. Analysis and assurance that the entity does not duplicate other institutional, UNC, or State entities.

- Two of the IHHS Divisions: Health Promotion for Faculty/Staff and Counseling for Faculty/Staff exist exclusively to provide health and wellness opportunities for the faculty and staff at Appalachian State University, so there is no overlap with any other possible services. They are the only providers for these services.
- The Division of Clinical Services, similarly, exists to provide interdisciplinary clinical training opportunities for students in the College of Health Sciences, as

well as other colleges with health-related programs. They serve clients in the community, but they do so for the purpose of gaining clinical experiences that count toward their degrees at Appalachian.

- The Division of Outreach operates under similar principles as Clinical Services. It provides field training opportunities for students to work with children and adults with various needs, such as autism or age-related health issues, for which they can receive academic credit. It also offers the only Girls on the Run program in the region, which provides an educational program for girls in 3rd through 5th grades.

F. Analysis and consideration as to whether the entity's work can be effectively accomplished by a single department or program.

The IHHS is interdisciplinary in nature. It exists to provide experiences across disciplines that cannot be provided by a single department or program. The future of health care is interdisciplinary, and the IHHS is the mechanism by which health-related programs in the university provide their students with the interdisciplinary experiences they need to meet the academic requirements for graduation and for many clinical certifications. It serves the Reich College of Education, the Hayes School of Music, and the College of Arts and Sciences, as well as the Beaver College of Health Sciences.

G. Stakeholder feedback (stakeholder defined per mission).

The IHHS obtains stakeholder feedback through its advisory and focus groups.

- The Division of Clinical Services has an advisory group that meets monthly and provides annual feedback via survey and discussions regarding the clinical training services provided.
- The Division of Outreach has an advisory group that meets each semester and provides annual feedback via survey and discussions regarding the quality and need for outreach programs provided.
- The Division of Research holds focus groups with faculty 1 - 2 times each year to obtain feedback on research support and gather ideas for additional training, support, and services that can be provided.
- The Beaver College of Health Sciences has an [Advisory Council](#) that meets twice per year and advises and supports the college in all areas, including the IHHS. It reviews annual reports, periodic comprehensive reviews, and other IHHS-related documents. It also provides feedback on the future directions for the IHHS.

4. Listing of other considerations outside of the above performance review criteria to be discussed during review periods--including facilities, personnel, or other operational needs.

The Executive Director of the IHHS meets with the Dean of the Beaver College of Health Sciences at least twice per month individually and twice per month including the Associate Dean for Academic Affairs. Facilities, personnel, and operational needs overlap with the roles of the

Executive Director in his capacity as Associate Dean for Research and Graduate Education, and these are considered and evaluated on an ongoing basis during these meetings.

5. Cycle for reviews of executive director, including designation of the office or offices responsible for conducting the review.

- The Executive Director, along with all other IHHS positions, are reviewed annually each spring.
- The process is facilitated by Human Resources at Appalachian through its online employment management system. Specific forms are completed according to specific deadlines.

6. Criteria for executive director review, to include at a minimum:

A. As outlined previously, performance goals and objectives are established for the Executive Director annually and reviewed at least annually--more frequently if progress toward goals is not being met. Goals include success of each of the divisions of the IHHS based on the specific goals established for each director in each division. These goals are listed in the performance evaluation and planning documents in the HR employment management system. Goals are also placed in Xitracs for assessment as part of the university as a whole.

B. The Dean of the College meets with other IHHS Directors who report to the Executive Director and solicits feedback directly from them. In her position, she is also in ongoing communication with our community partners regarding academic collaborations and commitments, during which times she receives feedback on the IHHS and the Executive Director. She then conveys that feedback in the bi-monthly meetings with him, as well as during annual review.

C. Communication regarding budgets and fiscal responsibilities is ongoing and regular. The university Budget Director, the Dean, the IHHS University Program Associate, and the IHHS Executive Director have offices located directly next to or across from one another. With the budgetary approval process in place, no expenditures occur without approval by the Budget Director. Meetings occur at least monthly to discuss budget and finances and ensure the IHHS is meeting its fiscal responsibility. This is also reflected in the annual goals for performance review.

7. Standard practices and procedures for involving other UNC constituent institutions in review processes, when relevant.

Not applicable.

8. Articulation of the type of unsatisfactory performance that could merit conditions for discontinuation of the institute, director, or others.

The criteria for unsatisfactory performance is established by the Dean of the Beaver College of Health Sciences in her supervisory role over the Executive Director. Though the Executive Director serves at the pleasure of the Dean and can be dismissed for any reason, specific examples of unsatisfactory performance that would warrant termination would include:

- Issues with compliance that could place the university at risk, such as HIPAA or FERPA.
- Violation of Code of Ethic standards commensurate with the position and university policies.
- Lack of financial support from the university.

9. Clear plans for occasions when centers, institutes, or directors do not meet minimum review expectations, including process, milestones, and responsible parties.

Plans for performance improvement are afforded to the Executive Director as part of the Annual Review process facilitated through the employment management portal from Human Resources. Performance goals must be met each year. If they are not, then the Executive Director can be removed or revised performance goals can be established.

In addition, if performance were to fall below expectations during the academic year, Human Resources has provided a process, outlined for all EHRA employees at the university. This includes a written warning process that outlines specific goals with clear timelines that have to be met in order to continue in the position.

Plans for performance of the IHHS itself are now part of the university assessment system located in Xitracs. Annual goals for the IHHS are set by the IHHS under the leadership of the Executive Director and approved by the Dean of the Beaver College of Health Sciences. These goals are evaluated annually in the fall and new goals are established based on success of the prior goals and directions for the future.

B. PCR Summary

In summary, the Blue Cross NC Institute for Health and Human Services is administratively structured as part of the Beaver College of Health Sciences, which provides ongoing financial stability. The IHHS serves Appalachian State University in many ways. It provides internal programs for the health and wellness of Appalachian faculty and staff, interdisciplinary clinical and outreach experiences for students in multiple colleges across the university, and research support for faculty and students across the university, as well. The vision for the IHHS is to create a community of learning that encompasses our “High Country” region and allows us to learn from one another, seek new knowledge, and improve the health and well-being of people in our communities, all while preparing the future generations of health and human service providers for Western North Carolina and beyond.

During our review process we have decided to focus our goals for the coming years in three primary areas. First, we want to create five-year plans for the IHHS as a whole with individual plans for each division. This will help guide us into the future successfully. Second, we would like to improve our program assessment by standardizing the types of assessment across programs and examining program success from multiple perspectives: clients, staff/supervisors, and students. Third, we want to increase our internal and external collaborations across programs and disciplines to improve the quality of our services and increase visibility and community support.