2010-2011 Health and Rehabilitation Sciences

Section	Document Name
Fiscal Health	• SHRS.pdf

Mission

Vision:

The Vision of the School of Health and Rehabilitation Sciences is to be recognized nationally and globally as a leader in graduate health and rehabilitation sciences, and a provider of excellent health care professionals for the state of Indiana and beyond.

Mission:

In fulfilling its vision, the School of Health and Rehabilitation Sciences seeks to develop and maintain a scholarly faculty who will provide excellence in: 1) the teaching/learning process for programs in fields related to the health professions, 2) the advancement of knowledge through research, scholarship and creative activity, and 3) the development of a lifelong commitment to civic engagement locally, nationally, and globally. Each of these core activities is characterized by: 1) collaboration within and across disciplines, the university, and the community, 2) a commitment to diversity, and 3) the pursuit of best practices.

The Goals and Objectives come from the faculty approved School of Health and Rehabilitation Sciences' strategic plan through 2012/13. The actions taken and activities planned emerged from school-wide and department-specific planning.

Goals and Objectives

Provide excellent educational opportunities in selected health and rehabilitation sciences for Indiana, nationally, and internationally

Attract, support, and retain a well-prepared, diverse student population

Campus Planning Theme: Teaching and Learning, Research, Scholarship and Creative Activity, Best Practices, Campus Climate for Diversity, Civic Engagement
Secondary Goals:
Sub Unit:
Time Frame: 2011-2012

Actions taken for 2010-2011:

1. Continued to refer to the September 2006 Enrollment Management Plan that defines the priorities for school-based resource allocation and integrates the recruitment/retention activities of the SHRS administration, academic departments, and the IUPUI Graduate Office

2. Continued to update SHRS website to be more attractive to students; assigned an in-house staff person to be responsible for updates.

3. Maintained enrollment goals for all capped programs.

Evidence of Progress for 2010-2011:

1. Graduate professional enrollments meet designated class size

- 2004-05: class sizes met
- 2005-06: class sizes met
- 2006-07: class sizes met
- 2007-08: class sizes met
- 2008-09: class sizes met
- 2009-10: class sizes met
- 2010-11: class sizes met

2. Ongoing website development

- 2004-05: $40,000 invested
- 2005-06: $12,000 invested
- 2006-07: $29,500 invested
- 2007-08: $2,405 invested
- 2008-09: $3,752 invested
- 2009-10: $602 invested
- 2010-2011 $459 invested

3. Percent of out of state credit hours generated (goal is 10%)

- 2002-03: 404 (6%)
- 2003-04: 573 (12%)
- 2004-05: 172 (5%)
- 2005-06: 438 (8%)
- 2006-07: 513 (8%)
- 2007-08: 560 (8.2%)
- 2008-09: 544 (7.9%)
- 2009-10: 465 (6.5%)
- 2010-11: 594 (7.7%)

4. Funding of graduate fellowships

- 2002-03: 0
- 2003-04: $24,192
- 2004-05: $60,091
- 2005-06: $63,855
- 2006-07: $67,789
- 2007-08: $72,594
- 2008-09: $40,271
- 2009-10: $45,923
- 2010-11: $61,853

5. Minorities as a percentage of school headcount

- 2002-03: 8%
- 2003-04: 7%
- 2004-05: 6%
- 2005-06: 7%
- 2006-07: 7%
- 2007-08: 9.75%
- 2008-09: 7.4%
- 2009-10: 6%
- 2010-11: 15%

Activities planned for 2011-2012:

1. Maintain enrollment trends

2. Continue to review and update SHRS website

3. Provide graduate fellowships

4. Monitor the trend of minority student enrollment

5. Implement student diversity initiatives

Follow best teaching practices through ongoing assessment

Campus Planning Theme: Best Practices
Secondary Goals:
Sub Unit:
Time Frame: ongoing

Actions taken for 2010-2011:

1. Maintained continuous assessment of all educational programs through feedback generated from students, faculty and preceptors.

2. Maintained ongoing assessment of student achievement on licensure, certification, and registry exams.

3. Continued to use the economic model to ensure that approximately 60% of faculty time devoted to teaching effects a 1:1 match between tuition revenue and salary expense for teaching.

Evidence of Progress for 2010-2011:

1. 2007-08 $2,102,951 in salary and $2,445,886 in tuition and fees +$342,935

   2008-09: $2,146,553 in salary and $2,837,524 in tuition and fees +$690,971

2009-10: $2,150,371 in salary and $3,068,708 in tuition and fees +$918,337

2010-11: $2,368,342 in salary and $3,358,052 in tuition and fees +989,710

2. Document and report student, faculty, and preceptor feedback on a regular basis.

3. Pass rates meet or exceed national averages

2003-04

- Nutrition & Dietetics - 100% pass rate; National Average- 82%
- Occupational Therapy - 93% pass rate; National Average 85%
- No Physical Therapy graduates

2004-05

- Nutrition & Dietetics -100% pass rate; National Average- 80%
- No Occupational Therapy graduates
- Physical Therapy - 100% pass rate; National Average 85%

2005-06

- Nutrition & Dietetics - 93% National Average 83%
- No Occupational Therapy graduates
- Physical Therapy - 100% pass rate; National Average 83%

2006-07

- Nutrition & Dietetics - 86% National Average 85%
- Occupational Therapy - 100%; national Average 84%
- Physical Therapy - 100% pass rate; National Average 84%

2007-08

- Nutrition & Dietetics - 86.7% National Average 81.7%
- Occupational Therapy - 95.6%; national Average 88%
- Physical Therapy - 97% pass rate; National Average 87.7%

2008-09

- Nutrition & Dietetics - 87%, National Average 81%
- Occupational Therapy - 100%, National Average 85%
- Physical Therapy - 100%, National Average 80%

2009-10:

- Nutrition & Dietetics - 100%, National Average Data Not Yet Available

- Occupational Therapy - 83%, National average 78%
- Physical Therapy - 100%, National Average 86%

2010-11:

- Nutrition & Dietetics - 62%, National Average 88%
- Occupational Therapy - 94%; National Average 82%
- Physical Therapy - 96.7%, National Average 89.1%

4. PhD in Health and Rehabilitation Sciences

- The first cohort was admitted in fall 2008; 21 students currently enrolled.

Activities planned for 2011-2012:

1. Maintain continuous assessment of all educational programs through feedback generated from students, faculty and preceptors.

2. Maintain ongoing assessment of student achievement on licensure, certification, and registry exams.

3. Continue to use the economic model to ensure that approximately 60% of faculty time devoted to teaching effects a 1:1 match between tuition revenue and salary expense for teaching.

Provide effective professional and graduate programs
Campus Planning Theme: Teaching and Learning
Secondary Goals:
Sub Unit: None
Time Frame: ongoing

Actions taken for 2010-2011:

1. Continued to monitor the *SHRS Academic and Budgetary Plan*

2. Departments maintained accreditation by responding to all activities required to keep accreditation active and meet new accreditation standards with maximum length of accreditation.

3. Leadership Excellence in Pediatric Nutrition Training Grant ongoing.

4. Monitored enrollment in the e-learning program in Pediatric Nutrition and Dietetics to gauge viability

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Evidence of Progress for 2010-2011:

1. Graduate/Professional student credit hours exceed 7,000 by 2011-12

1. Graduate/Professional student credit hours exceed 7,000 by 2011-12.

2002-03: 1,379

2003-04: 2,236

2004-05: 3,235

2005-06: 4,991

2006-07: 6,114

2007-08: 5,916

2008-09: 6,302

2009-10: 6,651

2010-11: 6,603

2. Budgetary solvency as stipulated in the *SHRS Academic and Budgetary Plan*

Ongoing review of adherence to Plan; School is fiscally solvent

3. All professional programs are accredited for maximal time

- PT - 10 years (next accreditation visit is in 2017)
- OT - 5 years (next accreditation visit is in 2011-2012)
- ND - 10 years (next accreditation visit is in 2019)

4. M.S. concentration in nutrition & dietetics, therapeutic outcomes research, and health sciences implemented by Fall, 2006 and enrollment of 5 students yearly in each degree.

M.S. in Nutrition & Dietetics enrolled and graduated

2004-05: 4 enrolled, 1 graduated

2005-06: 5 enrolled, 1 graduated

2006-07: 5 enrolled, 1 graduated

2007-08: 8 enrolled, 0 graduated

2008-09: 10 enrolled, 0 graduated

2009-10: 6 enrolled, 0 graduated

2010-11: 8 enrolled; 2 graduated

M.S. in Health Sciences enrolled and graduated

2004-05: just implemented

2005-06: 2 enrolled, 0 graduated

2006-07: placed hold on acceptance of new students,

2007-08: hold continued

2008-09: hold continued

2009-10: hold continued

2010-11: hold removed; 1 student enrolled

5. E-learning certificate formally implemented by Spring 2007 with a projected enrollment of 10 students per year

2007-08: 12 students enrolled

2008-09: 12 students enrolled

2009-10: 8 students enrolled

2010-11: 8 students enrolled

6. Continuation of the Leadership Excellence in Pediatric Nutrition Training Grant (was approved for 5 years in 2008).

Activities planned for 2011-2012:

1. Continue undergraduate certificate programs in Gerontology, Global Health and Rehabilitation Studies, and Rehabilitation and Disability Studies

2. Maintain accreditation of programs

3. Increase student credit hour

Support and enhance effective teaching

Campus Planning Theme: Teaching and Learning
Secondary Goals:
Sub Unit: None
Time Frame: ongoing

Actions taken for 2010-2011:

1. Continued peer review of teaching, both observation in the classroom and review of teaching materials.

2. Increased offering of distance education courses.

3. Continued to monitor the faculty approved *SHRS Pay Incentive Plan* and the *IUPUI Bonus Pay Plan.*

4. Monitored student evaluation of faculty.

Evidence of Progress for 2010-2011:

1. Peer review of teaching

All faculty reviews contained documentation of peer review of teaching.

2. Academic departments award bonus payments, tracked every 3 years

2002-03: No bonus

2003-04: No bonus

2004-05: No bonus due to budget difficulty

2005-06: Bonus overload to 1 faculty

2006-07: No bonus

2007-08: No bonus

2008-09: No bonus

2009-10: No bonus

2010-11: Overload pay for four faculty

3. Minimum of 8 online courses developed through 2007

2002-03: 1 total course online

2003-04: 2 total courses online

2004-05: 9 total courses online

2005-06: 10 total courses online

2006-07: 15 total courses online

2007-08: 9 total courses online

2008-09: 10 total courses online

2009-10: 25 total courses online

2010-11: 29 total courses online

4. Faculty received average score of 3.81 on a five-point scale.

5. One faculty member received teaching award.

Activities planned for 2011-2012:

1. Conduct peer review of teaching
2. Maintain the number of online courses
3. Encourage faculty to apply for teaching awards

Strive for excellence through focused civic engagement

Build collaborations with the community through focused health initiatives and student service learning activities

Campus Planning Theme: Civic Engagement
Secondary Goals:
Sub Unit:
Time Frame: ongoing

Actions taken for 2010-2011:

1. Continued student involvement in community collaborations
2. Documented student service learning activities

Evidence of Progress for 2010-2011:

2004-05: Submitted proposal to Lilly Endowment for 2006-09 funding

2005-06: Secured Lilly Endowment funding

2006: Received $32,017.00

2007: Received $142,162.00

2008: Received $55,255.00

2009: Received $25,000.00, additional $47,420.00 promised

2010: 0

2011: 0

Student community involvement in Local, National and International Service-Learning Activities

Department of Physical Therapy;

- Multiple Sclerosis Swim (MS Swim) Program - local
- Habitat for Humanity - local
- Senior Citizens Center Exercise Program - local
- Hawthorne Community Center - local
- Motor Activity Clinic (MAC) - local
- APTA Marquette Challenge - national
- Goodwill Industries - local
- IUPUI Health Fair - local
- Susan G. Komen Race for the Cure - local
- Noble of Indiana - local

Department of Occupational Therapy;

- Administered Developmental Screenings at the center for Young Children at IUPUI - local
- Memory Walk for Alzheimer's Disease - local
- Run for the Cure - local
- Blood Drive - local
- MS Swim - local
- Motor Clinic - local
- Jagathon for Riley Hospital for Children - local

Department of Nutrition and Dietetics;

- Service Learning Activities with Riley Hospital for Children - local

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Activities planned for 2011-2012:

Continue to document student involvement in community and service-learning activities.

Maintain an effective development initiative

Campus Planning Theme: Civic Engagement
Secondary Goals:
Sub Unit: None
Time Frame: ongoing

Time Frame: Ongoing

Actions taken for 2010-2011:

1. Established Dean's Advisory Board
2. Wrote Case Statements
3. Regular meetings with top donors
4. Developed funding priorities
5. Called major donors to acknowledge gifts
6. Continued policy/practice of acknowledging gifts and donations in a timely fashion (usually within one week).

Evidence of Progress for 2010-2011:

1. Bi-Annual evaluation of all giving strategies filed.

Ongoing review

2. Ongoing evaluation of cost to raise a dollar

2003-04: Cash received- $144,049 Cost to raise- 42 cents per dollar

Deferred - $890,778 Cost to raise- 7 cents per dollar

2004-05: Cash received $167,732, Cost to raise- 38 cents per dollar

Deferred- $473,650 Cost to raise- 14 cents per dollar

2005-06: Cash received $65,386, Cost to raise- 96 cents per dollar

Deferred- $0

2006-07: Cash received $76,927, Cost to raise- 7 cents per dollar

2007-08: Cash received $65,661, Cost to raise- 0 cents per dollar

2008-09: Cash received $61,293, Cost to raise- 16 cents per dollar

2009-10: Cash received $70,141, Cost to raise- 29 cents per dollar

2010-11: Cash received $79,849, Cost to raise- 10 cents per dollar

3. Raise $3,000,000 by 2008

2002-03: $919,782 cumulative

2003-04: $1,853,241 cumulative

2004-05: $2,164,589 cumulative

2005-06: $2,229,975 cumulative

2006-07: $2,306,857 cumulative

2007-08: $2,381,856 cumulative

2008-09: $2,443,149 cumulative

2009-10: $2,513,290 cumulative

2010-11: $2,593,139 cumulative

4. Formation of SHRS Alumni Board, Strategic Plan developed for alumni activities, department-specific newsletters

2003-04: Alumni Board formed

Alumni Board approval of Strategic Plan, October 2004

Ongoing Alumni events and planning

2005-06:

Initiated First Year Student Convocation planned by Alumni Board

2006-07:

Student Convocation event continued.

Interim Dean met with the Alumni Board on a regular basis.

Planned Alumni Reunion in May.

2007-08:

Held student convocation

Held Alumni Reunion

2008-09:

Held student convocation

Held Alumni Reunion

2009 - 10:

Held student convocation

Held Alumni Reunion

2010-11:

- Mailed SHRS IMPACT magazine to Alumni
- Leadership Team attended SHRS Alumni Board Meetings
- Held student convocation
- Held pizza party for students
- Dean met with President of Alumni Board and Director of Alumni Relations on a bi-monthly basis

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Activities planned for 2011-2012:

1. Continue to produce and mail school-wide newsletter to alumni and donors on an annual basis
2. Support the activities of SHRS Alumni Board
3. Monitor donations to the school
4. Support efforts to continue an alumni award

Partner with others to sponsor education programs in the health sciences for lifelong learning
Campus Planning Theme: Civic Engagement
Secondary Goals:
Sub Unit: None
Time Frame: ongoing

Actions taken for 2010-2011:

The SHRS offered Certificate courses.

Evidence of Progress for 2010-2011:

1. Offered Nutrition & Exercise course online.

- 2006-07 - Undergraduate online-nutrition course enrolled 100 students in 2 sections
- 2007-08 - Undergraduate online-nutrition course enrolled 55 student in fall and 17 in spring
- 2008-09 - Undergraduate online-nutrition course enrolled 37 students in fall and 35 in spring

- 2009-10 - Undergraduate online-nutrition course enrolled 34 students in fall and 56 in spring
- 2010-11 - Undergraduate online-nutrition course enrolled 48 students in fall and 48 in spring

2. Updated online certificate for pediatric nutrition professionals currently in the field developed and initiated

- 2005-06: Pediatric nutrition course converted to online
  Sought approval of certificate through Indiana Higher Education Commission
- 2006-07: Certificate in the approval process
- 2007-08: Certificate approved
- 2008-09: Enrolled 12 students
- 2009-10: Enrolled 12 students
- 2010-11: Enrolled 2 Fellowships

3. Offered online courses for the certificate in Therapeutic outcomes Assessment

- 2003-04: One course online - three require development
- 2004-05: Three courses online, certificate approved
- 2005-06: Certificate implemented, 3 students enrolled
- 2006-07: 3 students enrolled
- 2007-08: 3 students enrolled
- 2008-09: 3 students enrolled
- 2009-10: 3 students enrolled
- 2010-11: Discontinued

4. Nutrition & Dietetics provided an annual national and regional conference for leadership development in pediatric nutrition

- 2003-04: Annual conference presented
- 2004-05: Annual conference presented
- 2005-06: Annual conference presented
- 2006-07: Annual conference presented
- 2007-08: Annual conference presented
- 2008-09: Annual conference presented
- 2009-10: Annual conference presented
- 2010-11: Annual conference presented

5. Physical therapy students provided one continuing education course to raise money to contribut to the national Physical Therapy Foundation.

2006-07: Students from the Department of Physical Therapy placed 3rd in the country in the Pitt-Marquette Challenge national fundraiser; included revenue from one continuing education course.

2007-08: Students from the Department of Physical Therapy competed in the Pitt-Marquette Challenge national fundraiser, included revenue from one continuing education course.

2008-09: Students from the Department of Physical Therapy competed in the Pitt-Marquette Challenge national fundraiser, included revenue from one continuing education course.

2009-10: Students from the Department of Physical Therapy competed in the Pitt-Marquette Challenge national fundraiser, revenue from the workshop went to the Foundation for Physical Therapy

2010-11: Students from the Department of Physical Therapy competed in the Pitt-Marquette Challenge national fundraiser, revenue from the workshop went to the Foundation for Physical Therapy

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Activities planned for 2011-2012:

Continue to support three undergraduate/graduate certificates in:

1. Gerontology

2. Rehabilitation and Disability Studies

3. Global Health and Rehabilitation Studies

Support the IUPUI initiative to be one of the nation´s finest academic health centers

Determine Best Practices in research through ongoing assessment

Campus Planning Theme: Best Practices
Secondary Goals:
Sub Unit: None
Time Frame: ongoing

Actions taken for 2010-2011:

1. Conducted periodic activity-based economic analysis to determine SHRS resource utilization for research, scholarship, and creative activities

2. Conducted yearly review of productivity in scholarly and creative activity through ongoing analysis of publications and presentations.

Evidence of Progress for 2010-2011:

1. Comparison of faculty compensation for research, scholarship, and creative activities relative to external funding

2002-03: Compensation: $624,264, Funding: $129,618

2003-04: Compensation: $358,113, Funding: $142,000

2004-05: Compensation: $623,958, Funding: $343,439

2005-06: Compensation: $666,906, Funding: $775,196

2006-07: Compensation: $763,962, Funding: $1,588,381

2007-08: Compensation: $474,244, Funding: $784,074

2008-09: Compensation: $547,336, Funding: $1,688,757

2009-10: Compensation: $438,333, Funding: $941,718

2010-11: Compensation: $632,762, Funding: $1,064,446

2. Comparison of School of Health and Rehabilitation Sciences on Research and Sponsored Programs indicators for Research Applications per Academic FTE ( ) and Income per Budgeted Academic FTE compared to selected IUPUI schools.

2004-05: SHRS (0.5 applications/per Academic FTE) and $19,083 per Budgeted Academic FTE.

Dentistry (0.5) $51,260; Nursing (0.7) $119,736; Informatics (0.7) $24,018; Science (0.8) $36,518; Social Work (0.2) $15,267; Medicine (1.3) $133,273; Engineering (0.9) $37,043.

2005-06: SHRS (0.5 applications per Academic FTE) and $35,518 per Budgeted Academic FTE.

Dentistry (0.5) $27,602; Nursing (0.8) $52,863; Informatics (0.6) $20,420; Science (0.8) $34,840; Social Work (0.2) $15,360; Medicine (1.3) $144,396 Engineering (0.6) $58,311.

2006-07: SHRS (0.4 applications per Academic FTE) and $69,060 per Budgeted Academic FTE.

2007-08: SHRS grants submitted 11; sponsored and non-sponsored grants and contracts 15; collaborative grants submitted; External funding $1,207,476.

2008-09: SHRS grants submitted 16; External funding $2,152,707.

2009-10: SHRS grants submitted 14; External funding $1,035,755.

2010-11: SHRS grants submitted 11; External funding $2,000,000.

Activities planned for 2011-2012:

1. Conduct periodic activity-based economic analysis to determine SHRS resource utilization for research, scholarship, and creative activities

2. Conduct yearly review of productivity in scholarly and creative activity through ongoing analysis of publications and presentations.

Devise strategies to recruit doctoral faculty with unique expertise to meet programmatic goals.

Campus Planning Theme: Research, Scholarship and Creative Activity

Secondary Goals:
Sub Unit: None
Time Frame: null

Actions taken for 2010-2011:

1. Recruited Program Director for MPAS program.
2. Provided laboratory space and start-up dollars to support research initiatives of newly recruited doctoral faculty.
4. Continued to seek donations for endowed professorships.
5. Implemented a school plan for distribution of salary savings and indirects from grants and contracts to the individual academic departments generating the dollars.
6. Continued search for Chair of Health Sciences Department.

Evidence of Progress for 2010-2011:

1. Conducted yearly review of benchmarks to monitor for ongoing competitive salaries.

Used Association of Schools of Allied Health Professions salary benchmark data to monitor competitive, market salary for faculty.

2. Doctoral faculty recruited with an adjunct appointment in other academic and research units:

2002-03: 1 faculty member total

2003-04: 2 faculty members total

2004-05: 3 faculty members total

2005-06: 5 faculty members total

2006-07: 6 faculty members total

2007-08: 6 faculty members total

2008-09: 6 faculty members total

2009-10: 6 faculty members total

2010-11: 0 faculty members total

3. Maintained faculty in place by Fall, 2005 for full implementation of the Doctor of Physical Therapy degree at maximal class size- 8.5 FTE PT faculty

2003-04: 3 faculty hired

2004-05: 7 FTE, 1 additional FTE on shared faculty appointment

2005-06: 7 FTE, 1 additional FTE on shared faculty appointment- Recruiting on 1 FTE

2006-07: 8 FTE, 1 additional FTE on shared faculty appointment

2007-08: 6 FTE, 1 additional FTE 50% fellow in provost office; 1 vacancy

2008-09: 8 FTE, 1 additional FTE on shared faculty appointment

2009-10: 8 FTE - no new faculty

2010-11: 8.5 FTE

4. Had the necessary occupational therapy faculty in place by Fall, 2006 for full implementation of the M.S. in Occupational Therapy at maximal class size- 8 FTE faculty

2003-04: 2 occupational therapy faculty hired

2004-05: 4 FTE, 1 additional FTE on shared faculty appointment

2005-06: 5 FTE, 1 additional FTE on shared faculty appointment

2006-07: 6 FTE, 1 additional FTE on shared faculty appointment

2007-08: 6 FTE, 1 additional FTE on shared faculty appointment

2008-09: 6 FTE, 1 additional FTE on shared faculty appointment

2009-10: 6 FTE, 1 additional FTE on shared faculty appointment

2010-11: 8 FTE

5. One endowed professorship for each academic department

Physical therapy- Professorship established.

Occupational therapy- Professorship established, securing funding

Nutrition & Dietetics- Ongoing

Health Sciences - None

Activities planned for 2011-2012:

1. Provide start-up funds for new faculty

2. Recruit Chair - Health Sciences Department

3. Recruit faculty - Physian Assistant Program

Explore creating a Center of Excellence in research

Campus Planning Theme: Research, Scholarship and Creative Activity
Secondary Goals:
Sub Unit: None
Time Frame: ongoing

Actions taken for 2010-2011:

1. Indiana Center for Rehabilitation Sciences and Engineering Research formed in 2004; In 2007-08, a decision was made to reassess the role of the center with the hiring of the new dean.

2. 21st Century Fund proposal submitted for $2 million to support the implementation of the Center.

3. Department of Defense proposal submitted for $800,000- Approved (second of 2)

2007-08: Funding continued

2008-09: Funding continued

2009-10: Funding continued

2010-11: Submitted two proposals for Signature Centers

Evidence of Progress for 2010-2011:

2003-04:

- Indiana Center for Rehabilitation Sciences and Engineering Research established
- Interim Director hired
- U.S. Department of Defense identifies $1,000,000 in federal earmarks

2004-05:

- 21st Century Fund approved- awaiting funding decision

2005-06

- Department of Defense grant funded- $800,000
- Research Associate hired

2006-07:

- The proposal submitted to 21 Century Fund was approved, but not funded.
- Received a Department of Defense grant in the amount of $800,000

2007-08:

2007-08:

Department of Defense grant was renewed

2008-09:
Department of Defense grant was renewed

2009-10:

Department of Defense grant was renewed

Decision made to suspend activities - Indiana Center for Rehabilitation Sciences & Engineering Research

Submitted two signature center applications

2010-11:

Secured funding for a Signature Center (i.e. Center for Translational Musculoskeletal Research

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Activities planned for 2011-2012:

1. Seek additional funding for the Indiana Signature Center for Translational Musculoskeletal Research

Generate 25% of the SHRS funding base from external sources to include those related to research, scholarship, and creative endeavors and independent of tuition.

Campus Planning Theme: Research, Scholarship and Creative Activity
Secondary Goals:
Sub Unit: None
Time Frame: ongoing

Actions taken for 2010-2011:

1. As necessary and appropriate, faculty were supported in their development of grants through protected time for research and writing and attendance at events that increase their competitiveness for extramural funding.

2. New faculty hires in tenure track positions continued to have an explicit expectation to secure external funding through grants/contracts as part of their contractual arrangements.

Evidence of Progress for 2010-2011:

1. Gradual increase in external funding to achieve goal of 25% by 2009:

1. Gradual increase in external funding to achieve goal of 25% by 2009:

   2003-04: 7%

   2004-05: 8%

   2005-06: 17%

   2006-07: 28%

   2007-08: 19%

   2008-09: 28%

   2009-10: 18%

   2010-11: 25%

2. Percentage of total school compensation supported by external funding at 10%

   2003-04: 9.6%

   2004-05: 9.6%

   2005-06: 9.6%

   2006-07: 9.6%

   2006-08: 9.6%

   2007-08: 9.6%

   2008-09: 15%

   2009-10: 12.8%

   2010-11: 16.1%

3. Gradual increase in grant submissions

   2003-04: 5 grants submitted totaling $1,661,245

   2004-05: 9 grants submitted totaling $ 883,716

   2005-06: 10 grants submitted totaling $1,703,806

   2006-07: 14 grants submitted totaling $2,112,954

   2007-08: 19 grants submitted totaling $2,283,637

   2008-09: 16 grants submitted totaling $3,297,112

   2009-10: 14 grants submitted totaling $2,636,888

2009-10: 14 grants submitted totaling $2,050,000

2010-11: 11 grants submitted totaling $2,720,704

4. Sponsored and non-sponsored grants and contracts

2003-04: sponsored ($150,068), non-sponsored ($158,487), total ($308,555)

2004-05: sponsored ($379,500), non-sponsored ($110,829), total ($490,329)
2005-06: sponsored ($775,196). non-sponsored ($40,000), total (815,196)
2006-07: sponsored ($1,558,381), non-sponsored ($7,500), total ($1,595,881)
2007-08: sponsored ($1,207,476), non-sponsored ($0)
2008-09: sponsored ($2,152,707), non-sponsored ($0)
2009-10: sponsored ($1,035,755), non-sponsored ($0)
2010-11; sponsored ($1,545,740), non-sponsored ($0)

Activities planned for 2011-2012:

1. Review trends of funds obtained from external sources

2. Review the number of proposals submitted to external funding agencies

Promote collaborative research, scholarship, and creative activities on campus, regionally, nationally, and internationally
Campus Planning Theme: Research, Scholarship and Creative Activity
Secondary Goals:
Sub Unit: None
Time Frame: ongoing

Actions taken for 2010-2011:

1. The School continued to increase its external funding from national agencies, and faculty members continued to be recognized for their contributions in their disciplines.
2. The school received $1,016,316 million in external funding for 2009-10.
3. Of the 11 grant proposals that were submitted, 3 were awarded.

Evidence of Progress for 2010-2011:

1. Determine existing joint faculty appointments in other IUPUI schools

2002-03: 5 faculty

2003-04: 3 faculty

2004-05: 4 faculty

2005-06: 6 faculty

2008-09: Continuation of Dr. Ernst's grant

2009-10: Additional funding of $166,284 for FY 09 and $373,716 for FY 10.

2010-11: Continuation of Dr. Ernst's grant

Activities planned for 2011-2012:

1. Continue to support the Nutrition-Kenya research project
2. Document faculty presentations at professional meetings
4. Encourage faculty to attend research and grant development workshops

To develop a comprehensive plan that will enable the school to increase the amount of funding obtained from diversified third stream revenue sources

A new strategic plan for 2008-13 was endorsed by faculty, staff and students.

Campus Planning Theme:
Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2010-2011:

Reviewed and discussed strategic plan at Annual SHRS Retreat

Evidence of Progress for 2010-2011:

Strategic Plan continues to be monitored and reviewed

Activities planned for 2011-2012:

Continue to monitor the implementation of the SHRS strategic plan.

Broaden the donor base of all potential categories - new donors, new corporations, foundations, alumni, and new contributors

Campus Planning Theme:
Secondary Goals:
Sub Unit:
Time Frame: Beginning 2008

Actions taken for 2010-2011:

Actions taken for 2010-2011:

1. Avenues of potential new donors were explored and continued to be examined - non-traditional donations were also sought (i.e. donation ofequipment for our new PA program).

2. The School ran a very successful employee IMPACT campaign in the spring of 2010.

Evidence of Progress for 2010-2011:

During FY 2010, the School had 320 donors including 274 alumni, 43 friends, and 3 corporations. Of those 320 donors, 28 were new donors to the School. Although the School's number of donors decreased in every category, the policies and practices put in place in FY 2010 will ensure the School's ability to better cultivate and steward donors in the future. The public launch of the IMPACT campaign should also help to increase the School's donor base.

Activities planned for 2011-2012:

1. Hire a Director of Development
2. Continue to engage in active gift solicitation

Secure funds to support student research, student organizations, fellowships and assistantships, and faculty and staff development

Campus Planning Theme:
Secondary Goals:
Sub Unit:
Time Frame: Beginning 2008

Actions taken for 2010-2011:

Although the School did not have a development officer during the year, Dean Agho did work closely with various Indiana University Foundation staff to engage in fundraising and related activites.

Evidence of Progress for 2010-2011:

Established a Dean's Advisory Board to suport development activites

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Activities planned for 2011-2012:

1. Work with Dean's Advisory Board to identify potential corporate partners
2. Continue outreach to major donors
3. Continue to cultivate new donors

Strengthen existing partnerships with alumni, friends, and businesses and industry to improve fund-raising efforts

Campus Planning Theme:

Secondary Goals:
Sub Unit:
Time Frame: Beginning 2008

Actions taken for 2010-2011:

The new procedures for acknowledging gifts and donations was used as intended

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Evidence of Progress for 2010-2011:

Gift acknowledgement letters continue to be mailed within one week.

Activities planned for 2011-2012:

Continue to monitor all processes to make sure acknowledgements are processed in a timely fashion

To develop new high quality undergraduate and graduate professional programs and undertake initiatives to enhance the stability, visibility, and reputation of all academic programs housed in the School

Develop and implement administrative structures that support student retention, progression and graduation

Campus Planning Theme: Teaching and Learning
Secondary Goals:
Sub Unit:
Time Frame: Beginning 2008

Actions taken for 2010-2011:

Conducted search to fill a vacant staff position - Academic Advisor

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Evidence of Progress for 2010-2011:

1. Exceeded enrollment target for BS in Health Sciences students - current enrollment 168
2. Hired candidate to fill vacant Academic Advisor position

Activities planned for 2011-2012:

Monitor and compile reports on student retention, progression and graduation

Enhance the capacity of the School to offer online undergraduate and graduate courses

Campus Planning Theme: Teaching and Learning
Secondary Goals:
Sub Unit:
Time Frame: Beginning 2008

Time Frame: Beginning 2008

Actions taken for 2010-2011:

Monitored e-learning and online courses.

Evidence of Progress for 2010-2011:

1. Increase in the number of online courses
2. Increase in the number of students enrolled in online courses

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Activities planned for 2011-2012:

Continue to allocate funds to provide technical support for e-learning and online course offerings.

Establish programs to complement or enhance existing academic programs

Campus Planning Theme: Teaching and Learning
Secondary Goals:
Sub Unit:
Time Frame: Beginning 2008

Actions taken for 2010-2011:

Prepared application for Master of Physician Assistant Studies program (MPAS) for provisional accreditation

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Evidence of Progress for 2010-2011:

1. Enrollment goals have been surpassed for the BS in Health Sciences.
2. MPAS proposal recieved approvals from Academic Leadership Council, IU, BOT, and ICHE
3. Submitted application for provisional accreditation for MPAS program

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Activities planned for 2011-2012:

1. Continue to enhance the BS in Health Sciences degree program.
2. Obtain provisional accreditation for MPAS program

Increase tuition revenue by offering three undergraduate certificate programs and a degree in Health Sciences

Campus Planning Theme: Teaching and Learning
Secondary Goals:
Sub Unit:
Time Frame: Beginning 2008

Actions taken for 2010-2011:

Offered 21 certificate and undergraduate courses

Evidence of Progress for 2010-2011:

Tuition revenue from certificate and BS degree - ($198,767)

Activities planned for 2011-2012:

Offer online courses listed in the certificate and BS in Health Sciences program and monitor tuition revenue.

Prepare graduates to provide high quality and culturally competent health care in a complex and dynamic health care environment

Campus Planning Theme: Teaching and Learning
Secondary Goals:
Sub Unit:
Time Frame: Beginning 2008

Actions taken for 2010-2011:

1. Offered at least one diversity-related and cultural competency professional development workshop for faculty and staff
2. Obtained and reviewed documented evidence that program curriculum content and pedagogical strategies reflect commitment to diversity and issues regarding health disparities

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Evidence of Progress for 2010-2011:

1. Invited Professor Nathaniel Wesley, Jr. to deliver a lecture on Black Hospitals.
2. Students participated in learning activities aimed at increasing their sensitivity and awareness.
3. Invited Dr. Charolette Neumann to deliver lecture on international perspectives on pediatric nutrition.

Activities planned for 2011-2012:

1. Offer at least one diversity-related and cultural competency professional development workshop for faculty and staff
2. Obtain and review documented evidence that program curriculum content and pedagogical strategies reflect commitment to diversity and issues regarding health disparities

To encourage and support the efforts of faculty to conduct research, engage in scholarly activities, and attract internal and external funding for multidisciplinary translational research.

Create administrative infrastructure to enhance the capacity of faculty to seek and obtain funding, and administer awards

consistent with all federal, state, and institutional requirements and policies

Campus Planning Theme: Research, Scholarship and Creative Activity
Secondary Goals:
Sub Unit:
Time Frame: Beginning 2008

Actions taken for 2010-2011:

1. Appointed interim Associate Dean for Research.
2. Conducted search for Chair of Health Sciences Department.
3. Continued agreement with School of Nursing to provide support to help faculty identify internal and external grant opportunities and assist faculty with grant preperation and submission.

Evidence of Progress for 2010-2011:

Interim Associate Dean for Research began on August 1, 2010.

Activities planned for 2011-2012:

1. Continue to provide staff support to handle pre-award and post-award budget and fiscal issues.
2. Continue to compile and disseminate annual report on student involvement in research activities, publications, and presentations at professional conferences.
3. Increase awareness of funding opportunities through service provided by interim Associate Dean for Research.
4. Sign contract with grant writer.

Provide a supportive environment that encourages and fosters excellence in research, teaching, and scholarship

Campus Planning Theme:
Secondary Goals:
Sub Unit:
Time Frame: Beginning 2008

Actions taken for 2010-2011:

School Tenure and Promotion Committee completed the task of updating SHRS T&P Guidelines.

Evidence of Progress for 2010-2011:

1. Supported faculty efforts to attend workshops offered by the center for Teaching and Learning.
2. Provided travel funds to enable faculty to present papers at professional meetings.
3. Encouraged graduate students to ptresent papers at local and national professional meetings.

Activities planned for 2011-2012:

1. Continue to encourage faculty to attend campus-wide research and grant workshops.
2. Continue to provide travel funds.

To ensure that the school's existing facilities are attractive and being used to maximum efficiency and that additional space and facilities are available to accommodate anticipated growth.

Develop short-term and long-term plans to meet instructional and administrative space needs

Campus Planning Theme:
Secondary Goals:
Sub Unit:
Time Frame: Beginning 2008

Actions taken for 2010-2011:

1. Proposal submitted to central administration to request space needed to accommodate present and future growth.
2. Initiated the process to lease space for MPAS program.

Evidence of Progress for 2010-2011:

Secured space in the basement of Coleman Hall

Activities planned for 2011-2012:

1. Continue to review space needs to accommodate present and future growth of current and future endeavors.
2. Sign the lease for MPAS space.
3. Secure equipment and furniture
4. Complete rennovation of MPAS space.

Ensure effective and efficient use of available space and facilities

Campus Planning Theme:
Secondary Goals:
Sub Unit:
Time Frame: Beginning 2008

Actions taken for 2010-2011:

None

Evidence of Progress for 2010-2011:

None

Activities planned for 2011-2012:

1. Continue to review policies on space use.
2. Continue to monitor space utilization policies and practices.

Review space utilization policies and practices

Campus Planning Theme:
Secondary Goals:
Sub Unit:
Time Frame: Beginning 2008

Actions taken for 2010-2011:

None

Evidence of Progress for 2010-2011:

None

Activities planned for 2011-2012:

None

To establish and promote an environment that is conducive to an open exchange of ideas and information which will enhance the awareness and image of the School

Create an environment in which faculty and students collaborate across department to enhance excellence in research, teaching, and service

Campus Planning Theme: Best Practices
Secondary Goals:
Sub Unit:
Time Frame: Beginning 2008

Actions taken for 2010-2011:

None

Evidence of Progress for 2010-2011:

Renovated the space in the basement of Coleman Hall to become a student learning/research lab.

Activities planned for 2011-2012:

Monitor student satisfaction with the learning/research space in the basement of Coleman Hall.

Dissemination of news about faculty and student involvement in local, national, and international research and service-learning activities

Campus Planning Theme:
Secondary Goals:
Sub Unit:
Time Frame: Beginning 2008

Actions taken for 2010-2011:

Published the third edition of IMPACTS, the magazine for the School of Health and Rehabilitation Sciences

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Evidence of Progress for 2010-2011:

1. Five hundred (500) copies of IMPACTS magazine mailed to alumni and friends of the school
2. PT department created Facebook pages visited by students, alumni, prospective studnets, and professionals across the country

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Activities planned for 2011-2012:

Continue to publish school-wide and department newsletters and distribute to alumni, partners and friends either by mail or email, and via website link.

Improve communication with faculty, staff, students, alumni, friends, and partners

Campus Planning Theme: Best Practices
Secondary Goals:
Sub Unit:
Time Frame: Beginning 2008

Actions taken for 2010-2011:

1. Published the third edition of IMPACTS, the magazine for the School of Helath and Rehabilitation Sciences
2. Continued to publish the quarterly "Dean's Update"

Evidence of Progress for 2010-2011:

1. Published and distributed IMPACTS magaine
2. Published Dean's Updates
3. Created listserv to communicate research opportunities to faculty

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Activities planned for 2011-2012:

Publish quarterly updates on faculty and staff accomplishments and departmental events for distribution to faculty, staff

and students

Promote a culture of transparency in intra and interdepartmental transactions

Campus Planning Theme:
Secondary Goals:
Sub Unit:
Time Frame: Beginning 2008

Actions taken for 2010-2011:

Published quarterly updates on faculty and staff accomplishments and departmental events for distribution to faculty, staff and students.

Evidence of Progress for 2010-2011:

Publication of "Dean's Updates" on a quarterly basis.

Activities planned for 2011-2012:

Continue to publish quarterly updates on faculty and staff accomplishments and departmental events for distribution to faculty, staff, and students.

Promote school-wide outreach in the community

Campus Planning Theme:
Secondary Goals:
Sub Unit:
Time Frame: Beginning 2008

Actions taken for 2010-2011:

Monitored and documented faculty and student service learning activities

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Evidence of Progress for 2010-2011:

- Occupational Therapy students volunteered at the Indiana State Fair participating in the Riley Hospital for Children in the Children's Interactive Park
- Twenty (20) 2nd year OT students, fifteen (15) 1st year students and three (3) OT faculty members participated int eh 2010 Memory walk on the IUPUI campus
- The Pi Theta Epsilon Honor Society in the OT dept. collected 549 non-perishable food items during their annual food drive for Gleaners Food Bank in Indianapolis
- OT students volunteered at a Pink Paddle Party to raise money for a breast cancer dragon boat paddling group (to enhance recovery after breast cancer)
- Physical Therapy students attended & participated in the fall meeting of the Indiana Chapter of the American Physical Therapy Association
- SHRS exceeded the goal set by IUPUI for the IMPACT campaign

- SHRS exceeded the goal set by IUPUI for the IMPACT campaign
- Tracy Dierks, PhD, and Peter Altenburger, PhD, PT, along with Ryan Cardinal, SHRS PhD student, participated in a fundraising event for "Robots to the Rescue" held at Conseco Fieldhouse. Proceeds from the event were used to support the Robotics Rehabilitation Center at Riley Hospital
- Gaylen Kelton, MD, provided faculty oversight in January and March at the IU Student Outreach Clinic
- Fengyi Kuo, DHS, OTR, CPRP, was appointed chair of the advisory board for the programming committee for the Heritage Place of Indianapolis, Inc.
- Fengyi Kuo conducted community outreach at the Jameson Camp Health Fair for Indiana University Health, Riley Hospital for Chldren, Community Education and Child Advocacy
- Fengyi Kuo was appointed to the Board of Directors for the Burmese Community Center for Education (BCCE) in Indianapolis, IN
- Terry Loghmani, PhD, OT, provided a presentation on instrumented soft tissue mobilization to therapists at the Veterans Administration Hospital
- Christina Mushi-Brunt, PhD, MPH, established a partnership with the Near West Indy Collaborative to develop health initiatives for its five-year Quality of Life Plan. Dr. Mushi-Brunt will study community produce gardens as a promising strategy to address disparities in food access and produce consumption among residents in low income communities
- Patricia Scott, PhD, MPH, OT, FAOTA, was interviewed about her research on recovery port-transplant for the show "Full Circle" that aired Nov. 2. 5. and 11, 2010 on channel 40 in Noblesville, IN

Activities planned for 2011-2012:

1. Allocate funds to obtain the service of a webmaster to update and maintain SHRS webpage.
2. School-wide participation in the IUPUI Backpack Attack.
3. School-wide participation in the IUPUI United Way Campaign.

Strengthen the linkage between the School and the Office of Alumni Relations and the IU Foundation

Campus Planning Theme:
Secondary Goals:
Sub Unit:
Time Frame: Beginning 2008

Actions taken for 2010-2011:

1. SHRS Leadership Team attended alumni meetings
2. Consulted with IU Foundation in publishing IMPACTS magazine

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Evidence of Progress for 2010-2011:

1. SHRS Leadership Team attended alumni meetings
2. Consulted with IU Foundation in publishing IMPACTS magazine

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Activities planned for 2011-2012:

Continue to work with representatives from IU Alumni Relations and IU Foundation to a) write and publish IMPACT magazine; b) process gift agreements; c) produce case statements, and d) organize distinguished alumni award event.

To improve administrative processes and support services to ensure the achievement of timeliness, quality, effectiveness, and efficiency.

Actively promote the use of evaluative methods to monitor administrative efficiencies.

Campus Planning Theme: Best Practices
Secondary Goals:
Sub Unit:
Time Frame: Beginning 2008

Actions taken for 2010-2011:

1. Conducted staff performance evaluations
2. Supported professional development for staff

Evidence of Progress for 2010-2011:

1. Completed performance evaluations
2. Implementation of synchronous TIME system
3. Staff attended the following workshops: Fundamentals of Supervision (FOS), Cemtral Association of College and Univeristy Business Officers Higher Ed Accounting Workshop, Leadership Development Institute Workshop

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Activities planned for 2011-2012:

1. Complete performance evaluations
2. Support professional development for staff

Develop and implement administrative structures and practices that encourage superior performance by all staff

Campus Planning Theme: Best Practices
Secondary Goals:
Sub Unit:
Time Frame: Beginning 2008

Actions taken for 2010-2011:

None

Evidence of Progress for 2010-2011:

None

Activities planned for 2011-2012:

None

Ensure a broad understanding and compliance with university policies and procedures.

Campus Planning Theme: Best Practices
Secondary Goals:
Sub Unit:
Time Frame: Beginning 2008

Actions taken for 2010-2011:

1. Providedd faculty and staff with web links to locate pertinent school and university policies and procedures.
2. Supported requests for faculty and staff professional development.

Evidence of Progress for 2010-2011:

1. Documents are available on a shared drive that is accessible by all SHRS faculty and staff
2. Developed and distributed new faculty orientation form
3. New faculty attended IUPUI new faculty orientation

Activities planned for 2011-2012:

Evaluate the effectiveness of the new faculty orientaion system

To strengthen the School´s commitment to diversity and to increase cultural competency of faculty, students, and staff

Assist faculty and students in identifying opportunities to engage in international research and service-learning activities

Campus Planning Theme: Campus Climate for Diversity
Secondary Goals:
Sub Unit:
Time Frame: Beginning 2008

Actions taken for 2010-2011:

1. The IU SHRS developed a new diversity website
2. The Diversity Committee submitted a report to the IUPUI Diversity Office
3. The Diversity Committee held four meetings in 2010-11

Evidence of Progress for 2010-2011:

1. Added a Diversity link to the SHRS website
2. The Diversity Committee submitted a report to the IUPUI Diversity Office
3. The Diversity Committee held four meetings in 2010-11

Activities planned for 2011-2012:

1. The SHRS Diversity Committee will continue to have regular meetings
2. The SHRS Diversity Committee will conduct a survey of students

Develop and implement a comprehensive plan for increasing diiversity

Campus Planning Theme: Campus Climate for Diversity
Secondary Goals:
Sub Unit:
Time Frame: Beginning 2008

Actions taken for 2010-2011:

- Compiled and submitted a diversity report to the Office of EEO

Evidence of Progress for 2010-2011:

1. Recruited an African-American female to fill the position of Academic Advisor
2. Recruited a white female to fill the position of Assistant
3. Recruited a white female to fill a PT faculty position

Activities planned for 2011-2012:

1. Review the trends of admission and enrollment of minority students
2. Continue to monitor diversity of faculty and staff

Develop mechanisms to ensure that students develop appropriate cultural competency to work with individuals from diverse backgrounds

Campus Planning Theme: Campus Climate for Diversity
Secondary Goals:
Sub Unit:
Time Frame: Beginning 2008

Actions taken for 2010-2011:

1. Professor Nathaniel Wesley delivered a lecture on the history of black hospitals
2. SHRS students participated in service learning activities with focus on underserved populations

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Evidence of Progress for 2010-2011:

1. Professor Nathaniel Wesley delivered a lecture on the history of black hospitals
2. SHRS students participated in service learning activities with focus on underserved populations

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Activities planned for 2011-2012:

Obtain and review documented evidence that program curriculum content and pedagogical strategies reflect commitment to diversity and issues regarding health disparities.

Position the school to attract undergraduate students, non-resident students, and international students

Campus Planning Theme:
Secondary Goals:
Sub Unit:
Time Frame: Beginning 2008

Actions taken for 2010-2011:

1. Increased awareness of SHRS programs through recruitment and advertising
2. Advertised faculty job openings in publications targeted for minorities

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Evidence of Progress for 2010-2011:

1. One international student successfully completed the Dietetic Intern program
2. Four international students enrolled in the PhD in Health and Rehabilitation program
3. Number of undergraduate students increased from 34 in Fall 201 to 137 in Fall 2011

Activities planned for 2011-2012:

1. Document and monitor enrollment trends of international students in SHRS and collaborate with the Office of International Affairs to increase the enrollment of international students.
2. Attend recruitment events.
3. Continue to work with Ivy Tech to recruit transfer students.

Fiscal Health

Reallocation Plan

Other Question(s)

1. What changes are you seeing in the characteristics of incoming and returning students, and how are you preparing these students to meet the changing needs of the future workforce?

The School of Health and Rehabilitation Sciences (SHRS) offers five graduate/professional degrees (i.e., Doctor of Physical Therapy, Master of Science in Occupational Therapy, Master of Science in Nutrition and Dietetics, Master of Science in Health Sciences, and Ph.D in Health and Rehabilitation Sciences), one undergraduate degree (BS in Health Sciences), and three undergraduate certificates (i.e., Gerontology, Rehabilitation and Disability Studies, and Global Health and Rehabilitation Studies). The school is in the process of starting a graduate degree program in physician assistant studies.

The characteristics of the incoming and returning graduate students have not changed over the years. In terms of undergraduate academic preparation and maturity, we continue to attract outstanding graduate students. For example, over the last three years incoming students admitted to the Physical Therapy, Occupational Therapy,

and Nutrition and Dietetic programs had an average grade point of 3.71, 3.57, and 3.40, respectively. Attrition rate is extremely low and over 90% of graduates pass their certification and licensure examinations on first attempt and secure employment in their respective fields. One change we have notice is the number of international students enrolled in the Ph.D in Health and Rehabilitation Sciences. Of the 21 students enrolled in the Ph.D program, 4 are Saudi nationals and 1 is from India.

The undergraduate program is a relatively new degree program offered by the SHRS. The program, established in fall 2009, admitted the first class of 17 students in fall 2010, and has 148 currently enrolled students. Our review of the academic transcripts of students suggests that they are not making timely decision to identify their major or transfer their earned academic credits to an appropriate degree program. We have also observed that in spite of the availability of online academic advising and their ease with the use of technology undergraduate students still prefer face-to-face academic advising. The SHRS has responded to this need by strengthening our working relationship with the University College and hiring a full-time academic counselor. While the educational goal of a significant number of our undergraduate students is to seek admission into one of the graduate/professional degree programs in the SHRS, they are encouraged to complete one of the certificate programs in order to meet the changing needs of the health care workforce and to broaden their options.

2. What are your plans for any surplus amounts in your fund balance?

The fund balance will be used to ensure the successfully implementation of the graduate program in physician assistant studies, a program approved by the IU Board of Trustees and the Indiana Commission on Higher Education in 2011. The provisional accreditation visit by the Accreditation Review Commission on Education for the Physician Assistant (ARC-PA) will occur on May 10-11, 2012 and the anticipated start date of the first class of students is summer 2013.

ARC-PA expects all new programs to make the following investments prior to the provisional accreditation site visit to demonstrate their readiness to enroll and graduate competent practitioners: (a) employ a full-time program director, (b) employ a Medical Director, (c) hire a minimum of three full-time faculty members, (d) secure adequate classroom and laboratory spaces, (e) secure faculty offices, and (f) secure instructional equipment and materials. Due to space constraints on campus, the School of Health and Rehabilitation Sciences has rented an 8,800 square foot space located at 2039 North Capital Street. The school has encumbered funds to renovate and reconfigure the space to create faculty offices, conference room, classrooms, student lounge, computer laboratory, clinical observation laboratories, and physical examination rooms. The school has allocated to purchase classroom chairs, install telecommunication systems to support student learning, and secure audiovisual equipment to be installed in each of the classrooms, physical examination rooms, and conference/observation room.

3. What are your short-term and long-term plans for ensuring adequate facilities to meet your mission? To what extent are on-line and/or hybrid courses a useful strategy in addressing any anticipated space constraints?

Plans for ensuring adequate facilities to meet the mission of the school include renting space on and off-campus, renovating and upgrading existing facilities, and maximizing the use of available space. One of our strategic goals is to increase the number of online courses available to undergraduate students. The number of online courses offered by the school increased from 9 in 2008/2009 to 29 in 2010/12, resulting in an increase of 222%. In addition to serving as a useful strategy to deal with classroom space constraints, we believe that the availability of online courses will have a positive impact on degree progression and timely completion of degree requirements.

4. What marketing strategies/materials are you planning to develop/disseminate during the coming year?

- **a. Who is the intended audience for each?**
- **b. What do you hope to accomplish with this strategy with this audience?**
- **c. How much are you planning to spend for each strategy?**
- **d. How will you tell if your expenditure was worth your investment? [Provide return on investment (ROI) data for past expenditures, if available, and plan to track ROI in the future.**

For the coming year, more effort will be devoted to accomplish the following objectives:

- Market the MS in Health Sciences
- Develop and distribute promotional materials for the Master of Physician Assistant program
- Implement social networking strategies for the BS in Health Sciences program
- Market the BS in Health Science program to students enrolled in health science programs at Ivy Tech
- Continue to update website
- Continue to produce and distribute the Dean's Update to faculty, students, staff, and alumni
- Continue to produce and distribute the school's magazine (i.e., IMPACT Magazine) to alumni and donors

a. Who is the intended audience for each?

The intended audience for the marketing of the BS in Health Science program will include:

- High school students
- Current IUPUI UCOL students
- Students who are denied admission into the BS in Nursing
- Students enrolled in the IUPUI Dental Hygiene and EMT programs
- Students enrolled in health science programs at Ivy Tech

For the MS in Health Sciences program, the audience will be working heath care professionals.

Alumni and donors are the intended audience for the Dean's update and magazine.

b. What do you hope to accomplish with this strategy with this audience?

What we hope to accomplish with our marketing strategies is to increase the visibility of the degree programs offered by the school with specific focus on the BS in Health Sciences, Undergraduate Certificate programs, and the MS in Health Sciences. Our ultimate goal is to increase total student enrollment in both the BS degree and MS in Health Science programs. The Dean's Update and the IMPACT Magazine represent our efforts to increase alumni involvement and cultivation of donors.

c. How much are you planning to spend for each strategy?

We anticipate spending approximately $10,000.00 on marketing and advertising next year. One student employee will be hired to monitor social networking initiatives. Our plan is to place less emphasis on print material and invest more funds to update and maintain our website. A part-time webmaster will be paid on an hourly basis to maintain the school's website. The Director of the BS in Health Sciences program and the Academic Counselor will coordinate recruitment visits to Ivy Tech and IUPUI UCOL. The production and printing of the school's magazine will be coordinated with the Office of Public Affairs and Government Relations and IU Foundation.

d. How will you tell if your expenditure was worth your investment? [Provide return on investment (ROI) data for past expenditures, if available, and plan to track ROI in the future.]

Effectiveness and impact of our marketing strategies will be monitored by:

(a) Conducting periodic evaluation of student involvement in social networking activities
(b) Conducting yearly survey of undergraduate students (free via survey-monkey) to find out how they learned about us
(c) Tracking the number of transfer students from Ivy Tech Health programs outlined in our Articulation Agreement.