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 and competent faculty who will provide excellence in: 1) the teaching/learning process for programs in fields related to 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 2009. The actions taken and activities planned emerged from school-wide and department-specific planning. Progress pertaining to Goals and Objectives is highlighted in the corresponding section entitled Evidence of Progress.

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: Campus Climate for Diversity  
Secondary Goals:  
Sub Unit: None  
Time Frame: Ongoing

Actions taken for 2003-2004:

Develop an Enrollment Management Plan through 2006 that defines the priorities for school-based resource allocation and integrates the recruitment/retention activities of the SHRS administration, SHRS academic departments, and the IUPUI Graduate Office.

Evidence of Progress for 2003-2004:

1. Graduate/Professional student enrollments meet or exceed credit hours projected in the SHRS Academic and Budgetary Plan through 2009.
2002-03 Projected (5,319 crs.) Actual (6334 crs)

2003-04 Projected (4864 crs.) Actual (4776 crs)

2004-05 Projected (3,546 crs)

2. Graduated increase in the number of out-of-state credit hours generated-

2002-03 (6%)

2003-04 (12%)

3. Yearly increase in the SHRS funding of graduate fellowships-

2002-03 (0 students)

2003-04 (5 students)

4. Graduated increase through 2009 in the number of first-year graduate/professional students receiving SHRS financial aid-

2002-03 (0 students)

2003-04 (0 student)

Activities planned for 2004-2005:

Incorporate the funding of graduate fellowships as part of the SHRS Strategic Plan for Institutional Advancement

☑ Follow best teaching practices through ongoing assessment

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

Actions taken for 2003-2004:

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.

Evidence of Progress for 2003-2004:

1. Matching of salary and tuition revenue-
2002-03: $1,498,237 in salary and $1,242,020 in tuition & fees ($256,217)

2003-04: $1,297,532 in salary and $1,137,854 in tuition & fees ($159,678)

2. Regular documenting and reporting of student, faculty, preceptor feedback

Ongoing review of student ratings by Institutional Management and Institutional Research

Ongoing review of employer and preceptor ratings for accreditation documentation

Ongoing course and instructor evaluations

3. Pass rates meet or exceed national averages

2003-04: Nutrition & Dietetics - 79% pass rate; National Average- 82%

Occupational Therapy - 93% pass rate; National Average- 85%

No Physical Therapy graduates

4. Completed SHRS review in 2005-06

To be completed

Activites planned for 2004-2005:

1. Through ongoing economic modeling assure that at the school level with approximately 60% of faculty time devoted to teaching there is a 1:1 match between tuition revenue and salary expense for teaching.

2. Undergo an IUPUI Program Review of the SHRS in 2005-06

Provide effective professional and graduate programs

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

Actions taken for 2003-2004:

1. With ongoing assessment implement the IUPUI approved SHRS Academic and Budgetary Plan through 2009 to focus on graduate and professional education in the health sciences, nutrition & dietetics, occupational therapy, and physical therapy.

2. Develop and maintain a template for accreditation cycle - departments maintain accreditation by responding to all activities required to keep accreditation active and meet new accreditation standards with maximum length of accreditation.

4. Apply for renewal of the Leadership Excellence in Pediatric Nutrition Training Grant

5. Develop a non-thesis, project option for the Master of Science degree in Nutrition & Dietetics

Evidence of Progress for 2003-2004:

1. Graduate/Professional student credit hours exceed 7,000 by 2009-2002-03 (1,379)
   2003-04 (2,236)

2. Budgetary solvency as stipulated in the SHRS Academic and Budgetary Plan
   Ongoing review of adherence to Plan

3. Accreditation cycle template available for ongoing review
   Ongoing review

4. All degrees accredited according to schedule of review
   All professional degrees accredited

5. Accreditation standards met for maximum time
   All professional degrees accredited for maximal time

6. ICHE approval of graduate occupational therapy degree and implementation by Fall, 2005 with initial class size of 25 graduate students
   ICHE approval of M.S., September 2004

7. Cash for renovation raised through development initiatives and savings with teaching laboratories completed by Fall 2005
   Coleman Hall renovations to start December 1, 2004- $900,000 cost

8. M.S. concentration in nutrition & dietetics and health sciences implemented by Fall, 2006 and enrollment of 5 students yearly in each degree
   2002-03: M.S. nonthesis option approved for Nutrition & Dietetics
   2003-04: M.S. in Health Sciences at Board of Trustees for approval;

9. Therapeutic Outcomes Assessment certificate implemented by Fall 2004 and enrollment of 5 students yearly
   2003-04: Certificate approved- not yet implemented
10. ICHE approval of Ph.D. in rehabilitation sciences and implementation by 2007

Development of degree not yet started

11. Determination of whether to offer a transitional DPT degree program by 2007

Transitional DPT assessed and not presently possible

12. Status of the Leadership Excellence in Pediatric Nutrition Training Grant

2002-03: Training grant approval for 5 years

Activities planned for 2004-2005:

1. Secure Indiana Commission for Higher Education approval of an entry-level graduate degree in occupational therapy.

2. Renovate Coleman Hall teaching laboratories to implement graduate and professional education in occupational therapy by 2005.

3. Develop a graduate entry-level didactic dietetic education program in partnership with the IUPUI Hospitality Program.

4. Change the Master of Science degree in Health Sciences Education to a Master of Science in Health Sciences with concentrations in education, advanced clinical practice, and supervision/management.

5. Develop a 12 graduate credit certificate in Therapeutic Outcomes Assessment

6. Using a collaborative model through engagement of other schools, conduct planning for a Ph.D. degree in rehabilitation sciences to meet the Institute of Medicine report calling for more focus on graduate research education in the rehabilitation sciences.

7. Assess the potential of offering a transitional Doctor of Physical Therapy degree

Support and enhance effective teaching

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

Actions taken for 2003-2004:

1. Utilize standardized student evaluations (University multi-op form) of teaching for school-wide peer review.

2. Implement the faculty approved SHRS Pay Incentive Plan and the IUPUI Bonus Pay Plan to reward excellence in teaching.
Evidence of Progress for 2003-2004:

1. Standardize assessment of teaching integrated in the peer review process

Undergoing review

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

2002-03: No bonus
2003-04: No bonus

3. Minimum of 8 online courses developed through 2007

2002-03: 1 course online
2003-04: 2 courses online

4. All faculty who are reviewed for promotion and/or tenure or long-term contract, are judged to be at least satisfactory in teaching, and when using teaching as an area of excellence, are judged excellent in that area.

Ongoing review

Activities planned for 2004-2005:

1. Develop video streaming and utilize online augmented instruction as appropriate

2. Practice peer review of teaching, both observation in the classroom and review of teaching materials.

☐ Strive for excellence through focused civic engagement

☐ Deliver health services to the community through faculty clinic practice and student service learning activities

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

Actions taken for 2003-2004:

1. Continue development of collaborative physical therapy practices within existing IU Medical Group practices (i.e. IU Center for Sports Medicine, Riley Hospital Center for the Young Athlete, Wishard Senior Health and IU diabetes and Training Center)

2. Build upon existing relations with the Rehabilitation Hospital of Indiana for the delivery of clinical practice.

Evidence of Progress for 2003-2004:

1. At least 50% of physical therapy services involved in clinical practice
1. At least 50% of physical therapy faculty engaged in clinical practice.

2003-04: 50% Benchmark achieved

2. Faculty deliver clinical services at RHI

2003-04: 2 faculty deliver clinical services 1 day per week at RHI

3. Meet the terms of the $3,000,000 Lilly Endowment grant awarded to the Ruth Lilly Health Education Center

2003-04: $3,000,000 Lilly Endowment grant in its 2nd year of operation

4. Submit a planning grant to the National Library of Medicine for continued funding of the Ruth Lilly, School of Informatics, School of Health and Rehabilitation Sciences partnership—Done

2003-04: $249,000 planning grant funded by the National Library of Medicine

Activities planned for 2004-2005:

Complete and expand the Lilly Endowment grant that partners the Ruth Lilly Health Education Center, the IU School of Informatics, and the School of Health and Rehabilitation Sciences to educate 80,000 central Indiana youth on health risk behaviors.

☑ Determine best practices through ongoing assessment

Campus Planning Theme: Best Practices

Secondary Goals:
Sub Unit: None
Time Frame: Ongoing

Actions taken for 2003-2004:

none

Evidence of Progress for 2003-2004:

SHRS Advisory Board formed by Spring, 2004

2004: Advisory Board not yet formed

Activities planned for 2004-2005:

Form a SHRS Advisory Board

☑ Maintain an effective development initiative

Campus Planning Theme: Civic Engagement

Secondary Goals:
Secondary Goals:
Sub Unit: None
Time Frame: ongoing

Actions taken for 2003-2004:

1. Determine and monitor the most appropriate, cost-effective annual giving program for the school.
2. Maintain a volunteer Development Deans Circle

Evidence of Progress for 2003-2004:

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
3. Development Deans Circle formed and active
   Formation of Dean’s Circle completed
4. Raise $3,000,000 by 2008
   2002-03: $919,782 cumulative
   2003-04: $1,853,241 cumulative
5. 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

Activities planned for 2004-2005:

1. Cultivate the SHRS constituent base and submit proposals to realize the SHRS development priorities as defined in the Strategic Plan for Institutional Advancement
2. Communicate with SHRS alumni on a regular basis

Partner with others to sponsor continuing 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 2003-2004:

Market faculty expertise to targeted audiences, i.e. alumni, healthcare organizations

Evidence of Progress for 2003-2004:

1. Offer Nutrition & Exercise course online
   
   **Nutrition & Exercise course offered**

2. Develop updated program for pediatric nutrition professionals currently in the field
   
   **Pediatric nutrition course being converted to online**

3. Develop online certificate in Therapeutic Outcomes Assessment
   
   **One course online- three require development**

4. Grow occupational therapist enrollment in designated graduate courses
   
   **Ongoing evaluation**

5. Physical therapy faculty present at least three invited presentations to targeted audiences in addition to continuing sponsorship of CI training workshops
   
   **2003-04: Achieved**

6. Nutrition & Dietetics will provide an annual national and regional conference for leadership development in pediatric nutrition
   
   **2003-04: Annual conference presented**

Activities planned for 2004-2005:

1. Online certificates and courses will be offered to benefit the community.

2. Make designated graduate courses in occupational therapy available for community occupational therapists for continuing education and lifelong learning

☐ Seek partnerships in Service Learning

**Campus Planning Theme: Civic Engagement**

Secondary Goals:
Sub Unit: None
Time Frame: Ongoing

Actions taken for 2003-2004:

1. Physical therapy participates in the Civic Engagement and Service Learning in the Health Professions Group on the IUPUI campus.

2. Occupational therapy establishing service learning experiences with campus partners for graduate OT students

3. Continue to work with and recruit partners in service learning activities in nutrition & dietetics

Evidence of Progress for 2003-2004:

1. Develop one multidisciplinary service learning activity for physical therapy students each academic year.

   2003-04: Achieved


   Listing ongoing

3. List new service learning partners.

   Under review

Activities planned for 2004-2005:

Seek partnership in Service Learning with the graduate professional program in occupational therapy and community-based field work sites.

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

- Generate 25% of the SAHS 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 2003-2004:

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

Evidence of Progress for 2003-2004:
1. Gradual increase in external funding to achieve goal of 25% by 2009:

2002-03: 6%

2003-04: 8.5%

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

2002-03: 8.5%

2003-04: 9.6%

3. Gradual increase in grant submissions

2002-03: 7 grants submitted totaling $2,717,836

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

3. Sponsored and non-sponsored grants and contracts

2002-03: sponsored ($129,618), non-sponsored ($242,259), total ($371,877)

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

Activities planned for 2004-2005:

1. Academic departments put forth specific action steps through 2009 to detail a strategy for generating 25% of the expenditure base from external sources independent of tuition and state appropriations.

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

☐ Determine Best Practices in research through ongoing assessment

**Campus Planning Theme:** Best Practices

**Secondary Goals:**

**Sub Unit:** None

**Time Frame:** ongoing

**Actions taken for 2003-2004:**

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.
Evidence of Progress for 2003-2004:

1. School faculty deployment at 25% time devoted to research, scholarship and creative activities as measured by periodic faculty survey reports:

1998-99: 6%

2004-05: To be completed

2. Each department faculty member produce one product a year reflective of scholarship or creative activity

Ongoing review

3. Physical therapy faculty adhere to the CAPTE White Paper on Scholarly Activity

Ongoing review

4. 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- $150,068

Activities planned for 2004-2005:

At the SHRS level, assuming 25% faculty deployment for research and creative endeavors, for every dollar spent on faculty compensation, a minimum of one dollar will be generated in extramural funding

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 2003-2004:

Offer competitive salaries as benchmarked against the Association of Schools of Allied Health Professions at Academic Health Centers

Evidence of Progress for 2003-2004:

1. Yearly review of benchmarks to monitor for ongoing competitive salaries.

Association of Schools of Allied Health Professions salary benchmark data used

2. Doctoral faculty recruited with split appointments in other academic and research units
2002-03: 1 faculty member

2003-04: 2 faculty members

3. Hire an occupational therapy graduate program director by Fall, 2003

Completed Fall 2003

4. Have the necessary physical therapy faculty in place by Fall, 2005 for full implementation of the Doctor of Physical Therapy degree- 8.5 FTE faculty

2003-04: New Department Chair and 3 additional faculty hired

5. Have the necessary occupational therapy faculty in place by Fall, 2006 for full implementation of graduate professional education- 8 FTE faculty

2003-04: 2 occupational therapy faculty hired

6. One endowed professorship for each academic department

Physical therapy- Professorship established, finalizing paperwork

Occupational therapy- Professorship establish, securing funding

Nutrition & Dietetics- Ongoing

Activities planned for 2004-2005:

1. Develop collaborations with other academic and research units at IUPUI to demonstrate a critical mass of faculty to recruit new faculty in specific areas of expertise.

2. Assign space as needed and provide start-up dollars to support research initiatives of newly recruited doctoral faculty.

3. Obtain endowed professorships in physical therapy (done), occupational therapy, and nutrition & dietetics

☐ Devise strategies to retain 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 2003-2004:

1. Address salary compression issues by converting selected 12 month to 10 month appointments at the same base pay.

2. Develop a school plan for distribution of salary savings and indirects from grants and contracts to the individual academic departments generating the dollars.
3. The SHRS departments will implement a policy for bonus payments to faculty demonstrating particularly meritorious achievement.

4. Through the peer review procedure ensure that faculty members are aware of necessary academic department goals and individual responsibility for promotion, tenure, and long-term contract.

Evidence of Progress for 2003-2004:

1. SHRS administration, SHRS faculty, SOM administration, IUPUI administration approval of 12 to 10 month conversion at same base pay

   Completed 2002-03

2. SHRS administration and faculty approval of "An Incentive Plan for the Indiana University School of Health and Rehabilitation Sciences"

   Completed 2002-03

3. Implementation of the SHRS "Annual Faculty Evaluation"

   Ongoing

Activities planned for 2004-2005:

   Ongoing

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 2003-2004:

Develop and secure funding for a collaborative Indiana Center for Rehabilitation Sciences and Engineering Research involving multiple IUPUI schools, the Rehabilitation Hospital of Indiana and the Veterans Administration Hospital

Evidence of Progress for 2003-2004:

Center fully operational by 2007 as detailed in the SHRS document, "Creating an Indiana Center for Rehabilitation Sciences and Engineering Research"

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

Activities planned for 2004-2005:

Submission of proposal for federal earmark dollars

Ongoing development initiatives

Request for campus reallocation funds to hire a center director

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 2003-2004:

1. Submit collaborative research grants/contracts as principal investigators and co-investigators

2. Build upon the existing Indiana University and School of Medicine presence in sub-Saharan Africa by developing educational and research collaborations in nutrition & dietetics, physical therapy, and occupational therapy.

Evidence of Progress for 2003-2004:

1. Determine existing faculty appointments in other IUPUI schools

   2002-03: 5 faculty

   2003-04: 3 faculty

2. Document number of faculty with graduate faculty status

   2002-03: 11 faculty

   2003-04: 11 faculty

3. Annual listing of collaborative grants/contracts submitted

   2002-03: 7 submitted

   2003-04: 4 submitted

4. Faculty exchanges and research collaborations with the University of Witwatersrand in South Africa
2002-03: 1 faculty
2003-04: 0 faculty

5. Nutrition & Dietetics ongoing research and training programs in Kenya and Romania

Active and ongoing- Supported through external funding

Activities planned for 2004-2005:

1. Build on existing relationships with IUPUI schools to create more cross-disciplinary faculty appointments as new faculty members are hired.

2. To collaborate on thesis/dissertation projects and participate in a community of scholars, ensure that all tenured/tenure track faculty hired minimally obtain an Associate membership in the Indiana University Graduate School.

Fiscal Health

*** Fiscal health report for 2004-05 is attached as PDF file. ***

In March 2002 the Chancellor and IUPUI Faculty Council Executive Committee accepted an academic and budgetary plan through 2009 with a supporting economic model. Certain critical academic goals and corresponding financial benchmarks must be realized for present and future academic program stability. This section highlights the schools financial status and progress towards those academic goals:

1. Economic Projections- The SHRS ongoing economic model assumes no increase in state appropriations, a 3.5% increase in tuition, and a 3.5% increase in salary & fringes but not supply & expense. It anticipates an average 15% of the students from out-of-state (the schools present percent) and 10% of the schools faculty compensation bought out from grants, contracts and other external activities fully emerging by 2009-10. The SHRS will be hiring up to 10 additional faculty in the next 3-4 years to fully transition to graduate professional education. Based on these assumptions it is evident that the challenge presented to the SHRS will be in its ability to generate external funding independent of in-state tuition and state appropriations. Thus, the nature of the faculty hires and their success in generating external support must be a strategic focus for the school to complete its transition to graduate professional education with financial viability. As shown in the economic projections below, the school has very little flexibility for miscalculation over the next 5 years.

| School of Health and Rehabilitation Sciences Economic Model Projections |
|-----------------------------|-------------|-------------|-------------|-------------|-------------|
| Total Income                | $3,244,353  | $3,574,665  | $3,999,795  | $4,007,608  | $4,311,325  |
| Total Expenditure           | $3,177,128  | $3,456,039  | $3,865,753  | $3,848,129  | $3,973,933  |
| Net Income (Loss)           | $67,226     | $118,626    | $134,042    | $159,479    | $337,396    |

2. Critical Considerations- There are certain key considerations that further highlight the delicate balance the school must maintain over the next five years to further its mission.

   A. Due to national accreditation requirements the last B.S. class in occupational therapy graduated in the
spring 2004 and the first M.S. class in occupational therapy will start in the summer 2005. This is occurring simultaneous with faculty hiring in occupational therapy to staff the first graduate professional class. As such, a substantial drop in credit hours is occurring from 2002-03 to 2005-06 with rising expenses. The SHRS has fiscally modeled this transition to determine steps for solvency and to date the necessary enrollment benchmarks have been achieved. The economic model projected 4,864 credit hours in 2003-04 to generate $1,187,025 in tuition and fees. The actual credit hours generated was 4,776 with revenue of $1,137,855. In 2004-05 the schools economic model assumes 3,546 credits with a tuition revenue stream of $1,091,882.

B. Until the SHRS can make complete transition and incorporate full enrollments in physical therapy and occupational therapy, the school will be relying on cash reserves to cover expenses. At the end of the 2001-02 academic year the school cash reserve was $601,258. That reserve was diminished to $484,516 by the end of the 2003-04 academic year, and the economic model projects it to be at $67,226 at the 2004-05 fiscal year end. This substantial change was anticipated with the hiring of new faculty during a period of planned declines in enrollment, and some programs such as Health Sciences have had higher than predicted enrollments to help offset the decline. Nevertheless, it further illustrates the critical balance the school is maintaining between projected revenue and costs for faculty recruitment and graduate program startup.

C. In order for occupational therapy to fully convert to graduate professional education Coleman Hall needs to be renovated to accommodate teaching laboratories. The renovation began November 11th, 2004 and will complete by May 2005. The total cost is $900,000 and it is not covered in the economic model projections above. The cost coverage is ensured by savings in the schools foundation account but the school is also engaged in a very aggressive development initiative so the foundation account is not depleted.

3. Market Competitive Tuition- When the SHRS first transitioned to the Doctor of Physical Therapy degree in 2002 it was not known whether the student market would be sufficient to reach a class size of 36 students necessary to maintain the schools fiscal viability. As such, tuition rates were purposely set to be as low as reasonably possible. It is now apparent after three years of experience that the DPT program demand exceeds class capacity and in further analysis the IU tuition is the lowest in the Big Ten for both physical therapy and occupational therapy. Given the likelihood of no increase in state appropriations, the increasing transitional cost to convert to graduate professional education, the present student demand, and the fact that the economic model demonstrates very little margin for building a reserve to offset unexpected expenses, the SHRS has requested a 10% tuition increase to be effective the 2005-06 academic year.

4. Development- The School has been successful in its fundraising initiatives during the IUPUI campaign. The goal set in 1997 was $400,000. The final tally effective July 2004 was $1,853,241 or 453% above goal. The school has also been notified that federal earmark dollars amounting to $1,000,000 have been set aside by the Department of Defense to support the Indiana Center for Rehabilitation Sciences and Engineering Research. The school will apply for this funding during the 2004-05 academic year.

Reallocation Plan

No reallocation funds were received in 2003-04

Other Question(s)

How do you plan to maintain/ increase quality in the face of diminishing resources? What processes do you have in place to do this, for example, how are faculty involved in decision-making?

The School of Health and Rehabilitation Sciences (SHRS) has developed an academic plan for restructuring with a corresponding economic model that assumes no increase in state appropriations over the next 10 years. That plan, adopted by the Chancellor in 2001 upon recommendation of the IUPUI Faculty Council Executive Committee, has prioritized specific degree programs in the restructured school. The academic plan and economic model incorporate reallocation of base, graduate tuition benchmarks, anticipated salary savings from external funding, and expected fundraising. The benchmarks are incorporated in a strategic plan approved by the faculty. There is periodic monitoring of the schools fiscal status by the schools Management Team and the faculty elected Budgetary Affairs Advisory Committee. The overall fiscal status of the SHRS is reported to the entire faculty in an August retreat with summary of the schools progress in meeting the academic goals set out in the strategic plan.
Should it become apparent that the necessary financial benchmarks are not being achieved then the Management Team and Budgetary Affairs Advisory Committee will collectively work with the Dean to determine appropriate courses of action.

How do you cultivate a climate for diversity — how do you recruit, develop, and retain diverse students, faculty, and staff? How do you incorporate diversity in the curriculum, in research, in civic engagement?

The SHRS cultivates a climate of diversity at numerous levels. These include initiatives by the departments, school, and professional associations. Departmental announcements of job offerings with a cover letter from the department chair are specifically sent to Historical Black Colleges. Student recruitment also incorporates Historical Black Colleges. Announcements are sent to publications such as the Hispanic Outlook in Higher Education and corresponding websites, www.HispanicOutlook.com. The school participates in the national Association of Schools of Allied Health Professions benchmarking program that tracks minority faculty representation. The school is also engaged with Dr. Jacqueline Blackwell, Faculty Associate for Academic Affairs (Recruitment) in a project focused on Faculty Recruitment Enhancement that will continue to explore innovative ways for the recruitment and retention of faculty generally, to include enhancing diversity. The school regularly monitors student and faculty diversity by race and gender. At the professional association level there are special initiatives including accreditation standards related to diversity, multicultural networking groups, celebrations of diversity in the workplace, and access to multicultural-related resources.

In classroom teaching, didactic information is presented on diversity in numerous courses and faculty of color and international faculty interface with students.

Five years from now what proportion of your faculty do you expect to be in the following categories: tenure track faculty, clinical faculty, research faculty, lecturers, or other academic specialties (percentages should total 100%)?

According to university policy the school must maintain at least 60% of its full time faculty as tenure track. To recognize the diverse needs of the departments for academic program delivery and research the school will likely have a blend of the remaining 40% as follows:

Tenure track- 60%
Clinical track- 25%
Research Professor- 15%

Please prepare an EXECUTIVE SUMMARY of no more than one page summarizing your most significant accomplishments of the past year (including items from the period from July 1, 2003 to the present) and the major initiatives you plan to undertake in 2004-05.

Accomplishments
Faculty Recruitment- The 2003-04 year was transforming for the School of Health and Rehabilitation Sciences in that of approximately 25 FTE in the school, there was a transitioning of 13 FTE through retirements, departures, and new hires. The collective quality of the faculty the school hired was the best in recent memory. Of 6 new hires, 3 assistant professors came from post-doctoral programs, and 2 associate professors have a record of external funding. One faculty member was recruited from an endowed professorship at the University of Oklahoma. Other institutions represented include Duke University and the University of Illinois-Chicago.

Student Recruitment- The Office of Academic and Student Affairs worked diligently with the departments to maximize effectiveness in student recruitment during a climate of uncertainty. The fact that enrollment projections were realized with a strong student cohort, and evidence of increasing demand, is a reflection of those efforts.

Graduate Degree Approval- The final approval of the M.S. in Occupational Therapy effective September 2004 allows nearly a year for the department and school to prepare faculty and recruit students. This transition was made possible by the work of the OT faculty and the facilitation of the IUPUI administration. The revisions to other graduate degrees and the approval of a certificate should result in increased graduate credit hours.

Development- As indicated previously, the school far exceeded its goal set for the IUPUI campaign in 1997. In fact, there was a nearly doubling of cash and deferred gifts from 2002-03 ($552,030) to 2003-04 ($1,034,827). This was due in large measure to the hiring of a full time development director and that individuals efforts.
Transitioning to a Free-Standing School- With a 50 year history of being a subunit of the School of Medicine, in 2003-04 the School of Health and Rehabilitation Sciences took all the necessary steps to emerge as free-standing in July, 2004. By all measures this was a seamless transition to the faculty but it did require considerable effort by the deans office staff working with School of Medicine and IUPUI personnel. The smooth manner in which it occurred also reflects prior thought and planning by the School of Medicine's fiscal and administrative offices through the 10 years of school within a school status.

**Major Initiatives**

Facilities Development- During the 2004-05 academic year Coleman Hall will undergo a $900,000 renovation to complete the transition of occupational therapy to graduate professional education. Specialized teaching laboratories and an electronic classroom will replace outdated facilities. The construction will be accompanied by a major development initiative to raise funding through alumni contributions. A second priority will be the ongoing development of research space to support faculty. Last year, laboratory space and startup funding was committed to 2 research faculty in physical therapy. Other research space has been identified and committed in Coleman Hall for new faculty hires.

Funding of the Indiana Center for Rehabilitation Sciences and Engineering Research (ICRSER)- In 2003-04, Indiana University was successful in getting a $1,000,000 earmark for ICRSER in the Department of Defense budget with application occurring in 2004-05. Additionally, in 2003-04 the 21st Century Fund Review Committee recommended ICRSER for funding from a pool of 134 proposals submitted. There was not sufficient dollars available for funding all 21 proposals recommended for funding so the evaluation will be extended to 2004-05 if the 21st Century Fund is reauthorized. Much effort will be made over the next year to submit competitive proposals to secure such funding for the startup of ICRSER.

External Grants/Contracts- The arrival of new faculty with an explicit expectation for securing external funding will grow the research base of the school over the next few years. Faculty composition and workloads must be carefully balanced to achieve this end. There was a decrease in the grants submitted and external funds received from 2002-03 to 2003-04 reflecting a transitioning faculty to achieve the necessary balance. It is anticipated that grants submitted and received will grow significantly with this emerging faculty profile.