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 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 2004-2005:

1) Updated an Enrollment Management Plan 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.

2) Developed a SHRS Strategic Plan for Institutional Advancement

Evidence of Progress for 2004-2005:

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 (3546 crs) Actual (3234 crs)

2. Stabilization in the number of out-of-state credit hours generated at 10% of total-
   2002-03 (6%)
   2003-04 (12%)
   2004-05 (5%)

3. Yearly increase in the SHRS funding of graduate fellowships-
   2002-03 (0)
   2003-04 ($24,192)
   2004-05 ($60,091)

4. Website hits

5. Pre-physical therapy and pre-occupational therapy numbers at IUPUI
   2004-05: pre-PT 160, pre-OT 24

Activities planned for 2005-2006:

1) Implement the Enrollment Management Plan

2) Implement 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 2004-2005:

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. 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.
Evidence of Progress for 2004-2005:

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)
   2004-05: $ 960,000 in salary and $1,000,000 in tuition and fees- + $60,000

2. Regular documenting and reporting of student, faculty, preceptor feedback
   
   Ongoing review of student ratings by Institutional Management and Institutional Research- next review 2005
   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- 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%

4. Completed SHRS review in 2006-07

   To be completed

Activities planned for 2005-2006:


Provide effective professional and graduate programs
Campus Planning Theme: Teaching and Learning

[3 of 18]
Actions taken for 2004-2005:

1. With ongoing assessment implemented 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. Departments maintained accreditation by responding to all activities required to keep accreditation active and meet new accreditation standards with maximum length of accreditation.


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

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

6. Submitted M.S. in Occupational Therapy for approval by ICHE

7. Developed certificate in Therapeutic Outcomes Assessment

8. Planned renovation of Coleman Hall

9. Changed the M.S. degree in Health Sciences Education to a M.S. in Health Sciences with concentrations in education, advanced clinical practice, and supervision/management

Evidence of Progress for 2004-2005:

1. Graduate/Professional student credit hours exceed 7,000 by 2009-2002-03 (1,379)
2003-04 (2,236)
2004-05 (3,235)

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

Ongoing review of adherence to Plan

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

Fall 2005 OT class of 25 students admitted

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

Coleman Hall renovations completed spring 2005

8. 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

M.S. in Health Sciences enrolled and graduated

2004-05: just implemented

M.S. in Therapeutic Outcomes Research graduates and enrollees

2004-05: 5 enrolled, 1 graduated

9. Therapeutic Outcomes Assessment certificate implemented by Fall 2004 and enrollment of 5 students yearly

2004-05: 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. Status of the Leadership Excellence in Pediatric Nutrition Training Grant

2002-03: Training grant approval for 5 years

Activities planned for 2005-2006:

1. Enrollment recruitment in each of the new degree initiatives.

2. 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.
Support and enhance effective teaching

**Campus Planning Theme:** Teaching and Learning

**Secondary Goals:**

**Sub Unit:** None

**Time Frame:** ongoing

---

Actions taken for 2004-2005:

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

2. Increased use of technology in teaching and learning.

2. Implemented the faculty approved *SHRS Pay Incentive Plan* and the *IUPUI Bonus Pay Plan* to reward excellence in teaching

---

Evidence of Progress for 2004-2005:

1. IMIR ratings to be conducted in 2005

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

    Undergoing review

3. 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

4. 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

---

Activities planned for 2005-2006:

1. Utilize standardized ongoing monitoring of teaching for school-wide peer review

2. Monitor IMIR surveys of student ratings of teaching effectiveness
3. Practice peer review of teaching, both observation in the classroom and review of teaching materials.

- 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:** None
  
  **Time Frame:** Ongoing

---

**Actions taken for 2004-2005:**

1. Provided multidisciplinary student service learning activities

2. Through the $3 million Lilly Endowment grant, continued partnership with 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

3. Secured a $300,000 planning grant from the National Library of Medicine to expand the Ruth Lilly partnership.

---

**Evidence of Progress for 2004-2005:**

1. One multidisciplinary service learning activity for students each academic year

2. 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
   
   - **2004-05:** Submission of $3,000,000 proposal to Lilly Endowment for 2006-09 funding

3. 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
   
   - **2004-05:** Planning grant implemented for first year

---

**Activities planned for 2005-2006:**

1. Continued presentation of one multidisciplinary student service learning activity

2. Continued completion of the Ruth Lilly partnership

3. Development of a $3,000,000 philanthropic ask to the Lilly Endowment to continue the Ruth Lilly Health Education Partnership through 2009.

- Determine best practices through ongoing assessment
Determine best practices through ongoing assessment

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

Actions taken for 2004-2005:

none

Evidence of Progress for 2004-2005:

SHRS Advisory Board formed by Spring 2004

2004-05: Advisory Board not yet formed until other board memberships completed

Activities planned for 2005-2006:

Form a SHRS Advisory Board

Maintain an effective development initiative

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

Actions taken for 2004-2005:

1. Determined and monitored the most appropriate, cost-effective annual giving program for the school.

2. Maintained a volunteer Development Deans Circle

Evidence of Progress for 2004-2005:

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

2. Development Deans Circle formed and active

Formation of Deans Circle completed- Ongoing meetings

3. Raise $3,000,000 by 2008

2002-03: $919,782 cumulative

2003-04: $1,853,241 cumulative

2004-05: $2,164,589 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

Activities planned for 2005-2006:

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 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 2004-2005:

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

Evidence of Progress for 2004-2005:

1. Offer Nutrition & Exercise course online

Nutrition & Exercise course offered

2. Develop updated online certificate for pediatric nutrition professionals currently in the field
Pediatric nutrition course being converted to online-2006 completion and implementation

3. Develop online certificate in Therapeutic Outcomes Assessment

2003-04: One course online- three require development

2004-05: Three courses online, certificate approved

4. Grow occupational therapist enrollment in designated graduate courses

Ongoing evaluation

5. Nutrition & Dietetics will provide an annual national and regional conference for leadership development in pediatric nutrition

2003-04: Annual conference presented

2004-05 Annual conference presented

Activities planned for 2005-2006:

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

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

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 2004-2005:

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 2004-2005:

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: not completed

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

Ongoing review

3. 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

4. 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; SPEA (1.3) $140,080; Science (0.8) $36,518; Social Work (0.2) $15,267; Medicine (1.3) $133,273; Engineering (0.9) $37,043

Activities planned for 2005-2006:

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 2004-2005:

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

2. Assigned research space and startup dollars to support research initiatives of newly recruited faculty

Evidence of Progress for 2004-2005:
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
2004-05: 3 faculty members

3. Hire an Occupational Therapy Department Chair by Fall, 2003

Completed Fall 2003

4. Hire a Physical Therapy Department Chair

Completed Fall 2004

5. Move Nutrition & Dietetics into Coleman Hall renovated facilities

Completed Spring 2004

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

2003-04: 3 faculty hired
2004-05: 7 FTE, 1 additional FTE on shared faculty appointment

7. Have 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

6. One endowed professorship for each academic department

Physical therapy- Professorship established, finalizing paperwork

Occupational therapy- Professorship established, securing funding

Nutrition & Dietetics- Ongoing

Activities planned for 2005-2006:
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, 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 2004-2005:**

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

2. Developed 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 ensured that faculty members are aware of necessary academic department goals and individual responsibility for promotion, tenure, and long-term contract.

---

**Evidence of Progress for 2004-2005:**

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 2005-2006:**

**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 2004-2005:**

1. Developed and secured initial 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

2. 21st Century Fund proposal submitted for $2 million. Approved and awaiting funding

3. Designed new research facilities

4. Center Advisory Committee formed

---

**Evidence of Progress for 2004-2005:**

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

**2004-05:**

- 21st Century Fund approved- awaiting funding decision

---

**Activities planned for 2005-2006:**

1. Ongoing development initiatives focused on small businesses and the orthopedics industry

2. Continued work to secure $2 million in external funding from 21st Century Fund

3. Implementation of the Department of Defense grant- $800,000

4. Continued planning for a new building with the Rehabilitation Hospital of Indiana

5. Hiring of a Center director with new funding
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 2004-2005:**

As necessary and appropriate, faculty are 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 2004-2005:**

1. Gradual increase in external funding to achieve goal of 25% by 2009:
   - 2003-04: 7%
   - 2004-05: 8%

2. Percentage of total school compensation supported by external funding at 10%:
   - 2003-04: 9.6%
   - 2004-05: 9.6%

3. Gradual increase in grant submissions
   - 2003-04: 5 grants submitted totaling $1,661,245
   - 2004-05: 9 grants submitted totaling $883,716

3. Sponsored and non-sponsored grants and contracts
   - 2003-04: sponsored ($150,686), non-sponsored ($158,487), total ($308,555)
   - 2004-05: sponsored ($379,500) non-sponsored ($110,829), total ($490,329)

---

**Activities planned for 2005-2006:**

1. Academic departments have ongoing dialogue 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.
3. School to create the Research Professor track to promote external funding

☑ 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 2004-2005:**

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

2. Built the Indiana Center for Rehabilitation Sciences and Engineering Research as a collaboration of 7 schools on the IUPUI campus, the Rehabilitation Hospital of Indiana, and the Roudebush VA

---

**Evidence of Progress for 2004-2005:**

1. Determine existing faculty appointments in other IUPUI schools

   - 2002-03: 5 faculty
   - 2003-04: 3 faculty
   - 2004-05: 4 faculty

2. Annual listing of collaborative grants/contracts submitted

   - 2002-03: 7 submitted
   - 2003-04: 4 submitted
   - 2004-05: 9 submitted

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

   - 2004-05:

   *Active and ongoing - Supported through $50,000 in external funding*

---

**Activities planned for 2005-2006:**

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

2. Continue working on the collaborations through the Indiana Center for Rehabilitation Sciences and Engineering Research
Fiscal Health

The Administration and Finance fiscal report demonstrates the transitioning of the School of Health and Rehabilitation Sciences from largely undergraduate to graduate professional education with the hiring of new faculty and the gradual startup of the graduate professional classes. While the reserves of the school have dropped from $601,258 in 2001-02 to $258,285 in 2004-05, this was anticipated and, in fact, is much less than the ($500,000) deficit projected when the schools restructuring was approved in 2001.

As for the future, the School of Health and Rehabilitation Sciences ongoing economic model assumes a 2005-07 negative impact in the balance of state appropriations and assessments amounting to ($121,000) for each of two years, a 2005-06 increase of 8% in graduate professional tuition, and a 3.5% increase in salary & fringes but not supply & expense. The economic model anticipates an average of 10% of the students from out of state. During the next 3 years the School will be completing its transitioning to graduate professional education with new hires and the paying off of a $880,000 Coleman Hall renovation to accommodate new instructional laboratories for the Department of Occupational Therapy. The model also assumes growth in ICR based on research grants submitted by the new faculty and the Indiana Center for Rehabilitation Sciences and Engineering Research. New faculty hires may be delayed for 1 or more years to balance the budget in the economic model. The following fiscal projections reflect these considerations:

2005-06 2006-07 2007-08 2008-09
Income 3,920,093 3,878,522 3,956,611 3,825,774
Expenses 3,532,336 3,580,914 3,839,796 3,675,910
Difference 387,757 297,608 116,815 149,863

These projections demonstrate the delicate balance the school is maintaining as it transitions fully to graduate professional education, builds its research infrastructure to capture more ICR, and the necessary renovation of facilities. Benchmarks are in place to monitor the schools progress. It is important to note the reliance on carryover funds to secure a positive balance. This reflects the few degrees of freedom for error.

Reallocation Plan

Other Question(s)

Doubling goals. In what ways has and will your responsibility center contribute to the Chancellor’s doubling goals for enrollment (retention and graduation rates and degree conferrals), research and scholarship (grants and contracts), and civic engagement (service learning, internships, community collaborations)?

Enrollment: As a graduate degree granting unit the School of Health and Rehabilitation Sciences does not directly impact the doubling goals that are largely focused on undergraduate education. However, by successfully transferring the physical therapy and occupational therapy programs to graduate professional education the school has served as a magnet to attract pre-physical therapy and pre-occupational therapy students housed in other IUPUI schools. The pre- tracks in the schools of science and physical education have increased substantively as the market demand for rehabilitation professionals has increased. After a period in the late 1990s and through 2003 of limited student interest, we are quickly returning to the days when there will be many more applicants than the programs can accommodate.

A second contribution of the school is through its engagement with other schools/units on the IUPUI campus to submit a proposal for Commitment to Excellence monies to support an IUPUI Center for Undergraduate Education in the Health and Life Sciences. This center would consist of an advisory board representative of the Council of Health Deans, the deans of the schools of science, liberal arts, engineering & technology, education, SPEA, physical education & tourism management, university college, and the vice chancellors for enrollment services, and external affairs, among others. The Centers goal would be to use the Commitment to Excellence monies to foster special initiatives to attract and retain Indias best and brightest students interested in the health and life sciences.

Research: The School of Health and Rehabilitation Sciences does not have a strong history of external funding for research and from that perspective has great room for growth. The dean of the school has been specifically focused on this to better align the school with the campus dual missions of being Indiana’s "urban research
Campus" and "academic health sciences" center. Benchmarks for success include: 1) the Indiana Center for Rehabilitation Sciences and Engineering Research was recently formed with a $1 million infusion of federal earmarks from the Department of Defense, and further lobbying by Ohio as a partner will realize another $200,000 in 2006-07, 2) faculty recruitment has resulted in securing post-docs from NIH funded laboratories, 3) new laboratories have been formed to accommodate the new hires, and 5) while the schools' sponsored external funding was $379,500 in 2004-05 with notifications indicated it should be close to $1,000,000 in 2005-06. This is an area the school has chosen to foster excellence and to that end all new hires for tenure track positions have in their contractual letters the expectation that they secure external funding to support their research.

**Civic Engagement:** As a professional school, Health and Rehabilitation Sciences has a historic and constant presence in civic engagement. Nevertheless, there is one specific initiative that continues to evolve and contribute to the chancellor's doubling goal. In 2003 the schools of health and rehabilitation sciences and informatics partnered with the Ruth Lilly Health Education Center (RLHEC) to secure $3 million in funding from the Lilly Endowment for upgrading of RLHEC programming. From 2006 through 2009 other IUPUI schools, including medicine, physical education, education, and centers such as Polis and the Center for Teaching and Learning have partnered to secure an additional $3 million from the Lilly Endowment. This collective effort will enhance the health education delivery to over 80,000 Indiana school children.

**Diversity.** What actions have you taken and what results have you achieved in diversifying your student body (particularly in improving the success rates of minority students) and your faculty and staff?

**Diversity of the Student Body:** According to IMIR data, over the last several years the School of Health and Rehabilitation Sciences student body has had a 6-8% minority representation, with 2-5% of the total student body being African-American. This percentage is consistent with national figures compiled by the Association of Schools of Allied Health Professions. Initiatives to enhance student minority representation include having an African American student recruitment coordinator, visitations to Historically Black Colleges, and demonstrating diversity on the school’s website and in other media. The school has also been engaged in discussions and supported proposal for K-12 initiatives that would partner IUPUI with an Indianapolis Public Schools magnet school having a large minority representation and focused on the health and life sciences.

**Diversity of the Faculty and Staff:** The School of Health and Rehabilitation Sciences has filed a plan with the IUPUI Affirmative Action Office documenting its current minority representation relative to national figures and steps for increased presence. The School has been an active participant in initiatives sponsored by the Office for Recruitment and Retention at IUPUI, advertises all faculty announcements in publications directed to minorities nationally, and has made individual faculty efforts to recruit minorities into faculty positions within the school. The minority representation within the allied health professions nationally is less than 3% and the competition for personnel is significant. Presently, the school is recruiting on a faculty line and within each line there has been no more than 3 applicants.

**Campus coordination and cooperation.** Are you willing to work with an adjudicative group in resolving conflicts in course and program offerings in the spirit of reducing campus duplication and overlap? If so, what forum or format would be most helpful to you? Please cite examples of your cooperation with other units in resolving such conflicts.

The School of Health and Rehabilitation Sciences would be a willing participant in working with an adjudicative group to resolve conflicts and reduce campus duplication. A representative campus committee under the direction of the Executive Vice Chancellor for Academic Affairs would be the most likely. The School of Health and Rehabilitation Sciences has not had conflicts of a curricular nature.

4) What actions have you taken to promote the retention of all students, and in particular, individuals who would diversify the student body, e.g., ethnic, racial, and gender minorities?

5) What uses are you making of the student technology fee?