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.

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
  Secondary Goals:
  Sub Unit:
  Time Frame:

Actions taken for 2008-2009:

1. Continued to refer to the Enrollment Management Plan September 2006 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 continued updates.

3. Maintained enrollment goals for all capped programs.

4. Reviewed fiscal status of all SHRS graduate fellowships

5. Developed Diversity Committee composed of faculty, students and staff
Evidence of Progress for 2008-2009:

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

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

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%)

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

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%

Activities planned for 2009-2010:

1. Maintain enrollment trends
2. Continue to 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 2008-2009:

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. 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.
4. Received approval to offer the PhD in Health and Rehabilitation Sciences with students admitted in Fall 2008.

Evidence of Progress for 2008-2009:

$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

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

2005-06
   - Nutrition & Dietetics- 93% National Average 83%
   - No Occupational Therapy graduates
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% pass rate; National Average * (*Not yet available, but has not exceeded 86% in previous 5 years)

4. PhD in Health and Rehabilitation Sciences

- The first cohort has been admitted for fall 2008

Activities planned for 2009-2010:

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 2008-2009:

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.

Evidence of Progress for 2008-2009:

1. Graduate/Professional student credit hours exceed 7,000 by 2009.
   
   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

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

   Ongoing review of adherence to Plan; School is fiscally solvent

3. All programs accredited according to schedule of review

   All professional degrees accredited.

4. Accreditation standards met by programs.
5. 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)

6. 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

M.S. in Health Sciences enrolled and graduated
2004-05: just implemented
2005-06: 2 enrolled, 0 graduated
2006-07: hold placed on acceptance of new students,
2007-08: hold continued
2008-09: hold continued

M.S. in Therapeutic Outcomes Research enrolled and graduated
2004-05: 5 enrolled, 1 graduated
2005-06: 5 enrolled, 1 graduated
2006-07: 5 enrolled, 0 graduated
2007-08: 4 enrolled, 2 graduated
2008-09: 2 enrolled, 0 graduated

7. Therapeutic Outcomes Assessment certificate implemented by Fall 2004 and enrollment of 5 students yearly
   2004-05: Certificate approved- not yet implemented
   2005-06: 3 enrolled, 0 graduated
   2006-07: 3 enrolled, 0 graduated
   2007-08: 3 enrolled, 2 graduated
   2008-09: 2 enrolled, 1 graduated

8. 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

9. Received ICHE approval for the Ph.D. in Rehabilitation Sciences and implementation and enrolled 6 students in Fall 2008.

10. In 2008, the Leadership Excellence in Pediatric Nutrition Training Grant was approved for 5 years.

Activities planned for 2009-2010:

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

2. Maintain accreditation of programs

3. Increase student credit hour generated

Support and enhance effective teaching

Campus Planning Theme: Teaching and Learning

Secondary Goals:

Sub Unit: None

Time Frame: ongoing

Actions taken for 2008-2009:
1. Continued peer review of teaching, both observation in the classroom and review of teaching materials.

2. Increased offering of distance education courses.

3. Monitored and revised the faculty approved SHRS Pay Incentive Plan and the IUPUI Bonus Pay Plan.

Evidence of Progress for 2008-2009:

1. Peer review of teaching

   All faculty reviews contain documentation for peer review of teaching.

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
   2005-06: Bonus overload to 1 faculty
   2006-07: No bonus
   2007-08: No bonus
   2008-09: No bonus

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
   2005-06: 10 total courses online
   2006-07: 15 total courses online
   2007-08: 9 total courses online
   2008-09: 10 total courses online

Activities planned for 2008-2010:
Activities planned for 2008-2010:

1. Conduct peer review of teaching
2. Increase 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 2008-2009:

Continued student involvement in community collaborations
Continued the Ruth Lilly partnership
Documented student service learning activities

Evidence of Progress for 2008-2009:

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

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
- Ecuador Trip/Timmy Foundation - international
- Hawthorne Community Center - local
- Motor Activity Clinic (MAC) - local
Activities planned for 2009-2010:

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

Actions taken for 2008-2009:

Dean and Leadership Team met with William Heller from the IU Foundation to discuss development strategies.

Developed and implemented a method for acknowledging gifts and donations in a timely fashion.

Evidence of Progress for 2008-2009:

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

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

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
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 May 2008

2008-09

Held student convocation

Held Alumni Reunion May 2009

Activities planned for 2009-2010:

1. Participate in the development of a strategic plan for alumni relations

2. Continue to produce and mail school-wide newsletter to alumni and donors on an annual basis

3. Write capital campaign priorities for the school

4. Monitor donations to the school

5. 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 2008-2009:
The SHRS has made a conscious decision to move away from offering free standing continuing education courses to concentrating on formal certificate and graduate programming.

Approval of the e-learning Certificate in Pediatric Nutrition by Board of Trustees 9/8/08

Evidence of Progress for 2008-2009:

1. Offer Nutrition & Exercise course online

   Nutrition & Exercise course offered

   2006-07: Undergraduate on-line nutrition course enrolled 100 students in 2 sections.
   2007-08: Undergraduate on-line nutrition course enrolled 55 in fall and 17 in spring
   2008-09: Undergraduate on-line nutrition course enrolled 37 in fall and 35 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

3. Develop online 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

4. 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
2005-06: Annual conference presented
2006-07: Annual conference presented
2007-08: Annual conference presented
2008-09: Annual conference presented

5. Physical therapy students will provide one continuing education course per year to raise money to contribute 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

Activities planned for 2009-2010:

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 2008-2009:

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 2008-2009:

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

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.

Activities planned for 2009-2010:
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 2008-2009:**

1. Continued to 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. Recruited one new faculty on a new line (paid for by increased student enrollment)

3. Provided laboratory space and start-up dollars to support research initiatives of newly recruited doctoral faculty.

4. Completed development of the SHRS Clinical Research Laboratory.

5. Continued to seek donations for endowed professorships in Occupational Therapy and Nutrition and Dietetics.

6. Made the decision to pay actual moving costs of recruited faculty rather than pay one month salary equivalent.

7. Revised a school plan for distribution of salary savings and indirects from grants and contracts to the individual academic departments generating the dollars

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

---

**Evidence of Progress for 2008-2009:**

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

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

2. Doctoral faculty recruited with split appointments in other academic and research units:

   2002.03: 1 faculty member total
3. Hired the Chair of the Occupational Therapy Department in Fall, 2003

4. Hired the Chair of the Physical Therapy Department in Fall 2004

5. Moved Nutrition & Dietetics into Coleman Hall renovated facilities in Spring 2004

6. Had 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

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

7. 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

8. One endowed professorship for each academic department Physical therapy- Professorship established.
Occupational therapy - Professorship established, securing funding
Nutrition & Dietetics - Ongoing

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

Completed 2002-03
Revised 2005-06
Revised 2006-07
Affirmed 2007-08

10. Implementation of the SHRS "Annual Faculty Evaluation"
Ongoing

Activities planned for 2009-2010:

1. Recruit faculty with post-doctoral training experience

2. Provide start-up funds for new faculty

☑ 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 2008-2009:

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
Evidence of Progress for 2008-2009:

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:
- Department of Defense grant was renewed

2008-09:
- Department of Defense grant was renewed

Activities planned for 2009-2010:

1. Review and revise the mission and goals of the Indiana Center for Rehabilitation Sciences and Engineering 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 2008-2009:
1. 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.

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

Evidence of Progress for 2008-2009:

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%

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%

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 $1,703,808
   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

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 ($1,588,381) 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

Activities planned for 2009-2010:
   1. Review the 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 2008-2009:

   1. The School continues to increase its external funding from national agencies, and faculty members continue to be recognized for their contributions to enhance knowledge in their disciplines. The school received $2,152,707 million in external funding for 2008-09. Of the 16 grant proposals that were submitted, 7 were awarded.

Evidence of Progress for 2008-2009:

   1. Determine existing joint faculty appointments in other IUPUI schools

   2002-03: 5 faculty
   2003-04: 3 faculty
   2004-05: 4 faculty
2004-05: 4 faculty
2005-06: 6 faculty
2006-07: 6 faculty
2007-08: 6 faculty
2008-09: 4 faculty

2. Annual listing of collaborative grants/contracts submitted

2002-03: 7 submitted
2003-04: 4 submitted
2004-05: 9 submitted
2005-06: 10 submitted
2006-07: 14 submitted
2007-08: 7 submitted
2008-09: 16 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

2005-06:

J. Ernst- "Increasing animal source foods in diets of HIV-infected Kenyan women and their children: can outcomes be enhanced?" Funded by the USAID Global Livestock Research Support Program, 2006-09 $748,857

2006-07: Continuation of Dr. Ernst's grant
2007-08: Continuation of Dr. Ernst's grant
2008-09: Continuation of Dr. Ernst's grant

Activities planned for 2009-2010:

1. Continue to support the Nutrition-Kenya research project
2. Sponsor "brown bag" research discussion sessions
3. Document faculty presentations at professional meetings
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 2008-2009:**

**Evidence of Progress for 2008-2009:**

**Activities planned for 2009-2010:**

- 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 2008-2009:**

Given the Dean’s transition at the beginning of the fiscal year, the goal for development was to maintain the same number of donors. The Dean completed a five year strategic plan that incorporated development planning. The School also ran a very successful employee IMPACT campaign in the spring of 2009.

**Evidence of Progress for 2008-2009:**

During the year, the School had 574 donors, including 426 alumni, 126 friends, 16 corporations and one foundation. Although the School had 687 donors in the previous fiscal year, there were 68 new donors during FY09. Many of these new donors came through the IMPACT campaign.
Activities planned for 2009-2010:

Dean Agho will bring on a graduate assistant, Tony Bowen, to assist the Dean in all areas of development. The graduate assistant will work with various School constituents to create development plans and policies around campaign goals, a fundraising advisory board, major gift prospecting, donor recognition and stewardship, gift administration, scholarship administration, gift acknowledgment, corporate and foundation relations, online giving and planned giving. By working with the graduate assistant, the Dean hopes to develop strong relations with the School’s top donor and prospects while ensuring there is a strong pipeline of donors for the future. The School will look to reach out to new corporations with rehabilitation science interests and ensure current donors are stewarded to ensure long-term giving.

- 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 2008-2009:

Although the School did not have a development officer during the year, Dean Agho did work closely with various Indiana University Foundation staff to review fundraising procedures, create IMPACTS, the School’s annual magazine for alumni, donors and friends, and ensure the School was represented at the Spirit of Philanthropy Awards. The Dean also worked with the Center on Philanthropy and Indiana University Foundation to secure a graduate assistant to work on development beginning in 09-10 school year.

Evidence of Progress for 2008-2009:

Relying almost solely on the Indiana University Foundation annual giving program, the School secured $73,299 during the year. Of that, $7,045 was designated towards fellowships and faculty and student development.

Activities planned for 2009-2010:

Dean Agho will bring on a graduate assistant, Tony Bowen, to assist the Dean in all areas of development. The graduate assistant will work with various School constituents to create development plans and policies around campaign goals, a fundraising advisory board, major gift prospecting, donor recognition and stewardship, gift administration, scholarship administration, gift acknowledgment, corporate and foundation relations, online giving and planned giving. By working with the graduate assistant, the Dean hopes to develop strong relations with the School’s top donor and prospects while ensuring there is a strong pipeline of donors for the future. The main target for major and planned gifts will be to secure student scholarship support.

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

**Campus Planning Theme:**
Actions taken for 2008-2009:

Reviewed the roles and responsibilities of Dean’s staff in order to create administrative infrastructure to support development activities.

Developed and implemented procedures for acknowledging gifts and donations.

Evidence of Progress for 2008-2009:

- Position descriptions for all administrative and staff positions distributed to faculty and staff.
- Gift acknowledgement letters are now mailed within one week.

Activities planned for 2009-2010:

Continue to monitor all processes involved in making 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 2008-2009:

Evidence of Progress for 2008-2009:

Activities planned for 2009-2010:

- Allocate funds to create staff positions (i.e., Director of Student Services, Advisor) to support the development of the BS in Health Sciences degree and ongoing student retention activities.
- Monitor and compile reports on the student assessment outcomes and the accreditation status of SHRS academic.
● Submit proposal for a B.S. in Health Sciences degree.

☐ 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

Actions taken for 2008-2009:

● Monitored need to offer e-learning and online courses.
● Identified undergraduate and graduate certificate programs
● Reviewed availability of online courses at IUPUI

Evidence of Progress for 2008-2009:

SHRS is exploring partnership opportunity with the Community Learning Network to support online instruction.

Activities planned for 2009-2010:

Continued assessment to ascertain if there is a need 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 2008-2009:

Conducted need assessment for BS in Health Science Degree, developed economic model, and obtained internal and external approvals to establish the program.

Evidence of Progress for 2008-2009:

Proposal for B.S. in Health Sciences submitted to APPC.

Activities planned for 2009-2010:

● Submit proposal for B.S. in Health Sciences to Trustees and ICHE.
● Develop and submit proposal for a Physician's Assistant 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 2008-2009:

Conducted need assessment for BS in Health Science Degree, developed economic model, and obtained internal and external approvals to establish the program.

Evidence of Progress for 2008-2009:

- Proposal for B.S. in Health Sciences submitted to APPC (8/14/09)
- Three undergraduate certificates (Gerontology, Rehabilitation & Disability Studies, and Global Health & Rehabilitation) have been approved.

Activities planned for 2009-2010:

Offer five online courses listed in the certificate program.

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 2008-2009:

Evidence of Progress for 2008-2009:

Activities planned for 2009-2010:

- Work in collaboration with the IUPUI Multicultural Center to offer at least one diversity-related and cultural competency professional development workshop per year for faculty and staff
- 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
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 2008-2009:**

Created new position of Associate Dean for Research/Chair of the Health Sciences Department.

Reached agreement with School of Nursing to provide support to help faculty identify internal and external grant opportunities and assist faculty with grant preparation and submission.

---

**Evidence of Progress for 2008-2009:**

- Currently conducting search for Associate Dean for Research.
- Three faculty members submitted grant application with the assistance offered by the School of Nursing.

---

**Activities planned for 2009-2010:**

Continue to provide staff support to handle pre-award and post-award budget and fiscal issues.

Continue to compile and disseminate annual report on student involvement in research activities, publications, and presentations at professional conferences.

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 2008-2009:**

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

---

**Evidence of Progress for 2008-2009:**

---

**Activities planned for 2009-2010:**
Continue to sponsor at least two brown-bag lunch sessions per semester to facilitate sharing of research ideas and promote interdisciplinary research and scholarship collaboration.

- 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 2008-2009:

  Proposal submitted to central administration to request space needed to accommodate present and future growth.

- Evidence of Progress for 2008-2009:

- Activities planned for 2009-2010:

  Continue to review space needs to accommodate present and future growth of current and future endeavors.

- Ensure effective and efficient use of available space and facilities

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

- Actions taken for 2008-2009:

  Reviewed policies on space use.

- Evidence of Progress for 2008-2009:

- Activities planned for 2009-2010:

  Continue to review policies on space use.

- Review space utilization policies and practices

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

Actions taken for 2008-2009:
Continue to follow policy that is in place.

Evidence of Progress for 2008-2009:

Activities planned for 2009-2010:
Review policies on space use in 2010/2011.

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 2008-2009:
Collaborative efforts are continuing to be encouraged by the administration of the School.

Evidence of Progress for 2008-2009:
Brown bag series has begun that focuses on collaborative efforts across departments, and schools.

Activities planned for 2009-2010:
Continue to promote collaborative efforts across departments.

Dissemination of news about faculty and student involvement in local, national, and international research and service-learning activities
Actions taken for 2008-2009:

Published our first edition of IMPACTS the magazine for the School of Health and Rehabilitation Sciences

Evidence of Progress for 2008-2009:

Many alumni and current students have commented on the publication IMPACTS.

Activities planned for 2009-2010:

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 2008-2009:

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

Continued to publish the bi-monthly "Dean's Update"

Evidence of Progress for 2008-2009:

Publication of the magazine and the bi-monthly updates.

Activities planned for 2009-2010:

Publish bi-monthly updates on faculty and staff accomplishments and departmental events for distribution to faculty, staff and students

Sponsor at least one reception per year to acknowledge the contributions of Clinical Education Advisory Board and Preceptors

- Promote a culture of transparency in intra and interdepartmental transactions
  - **Campus Planning Theme:**
  - **Secondary Goals:**
  - **Sub Unit:**
  - **Time Frame:** Beginning 2008
Actions taken for 2008-2009:

Publish bi-monthly updates on faculty and staff accomplishments and departmental events for distribution to faculty, staff and students.

Evidence of Progress for 2008-2009:

Publication of "Dean's Updates" on a bi-monthly basis.

Activities planned for 2009-2010:

Continue to publish bi-monthly 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 2008-2009:

Administered Developmental Screenings at the Center for Young Children at IUPUI.

Participation in Habitat for Humanity.

Participation in Jagathon for Riley Hospital.

Evidence of Progress for 2008-2009:

Developmental screenings administered

Participation in Habitat for Humanity

OT student group received the "Organization Spirit Award" - given to only one student group.

Activities planned for 2009-2010:

Allocate funds to obtain the service of a webmaster to update and maintain SHRS webpage.

Continue ongoing outreach endeavors and investigate ways we can engage our faculty, staff, and students in these...
School-wide participation in the IUPUI Backpack Attack.

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 2008-2009:**

Regular meetings with representatives from Alumni Relations, IU Foundation and the Dean are ongoing.

---

**Evidence of Progress for 2008-2009:**

Regularly scheduled meetings with all concerned parties are ongoing.

---

**Activities planned for 2009-2010:**

Continue meetings with representatives from Alumni Relations, IU Foundation and the Dean.

☑ 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 2008-2009:**

Developed and implemented staff award.

---

**Evidence of Progress for 2008-2009:**

First staff award was made.

---

**Activities planned for 2009-2010:**

Continue to work to create mechanism for monitoring work-flow and adequacy of staff support.
Review/update SHRS Pay Increase and Bonus Pay Plan to reward excellence in Teaching and Research

☐ 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 2008-2009:**
   
   Job descriptions for all administrative and support staff positions were revised and distributed in January 2009.

   **Evidence of Progress for 2008-2009:**
   
   Distribution of job descriptions.

   **Activities planned for 2009-2010:**
   
   Fill vacant positions (i.e., Associate Dean for Research/HS Dept Chair).
   
   Continue to use feedback from faculty, staff and Department Chairs to evaluate the overall efficiency and effectiveness of administrative units.

☐ 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 2008-2009:**
   
   Provide faculty and staff with web links to locate pertinent school and university policies and procedures.
   
   Supported requests for faculty and staff professional development.

   **Evidence of Progress for 2008-2009:**
   
   Many documents have been placed on a shared drive that is accessible by all SHRS faculty and staff.
   
   Attendance of faculty and staff at various professional development conferences and workshops.

   **Activities planned for 2009-2010:**
Continue to evaluate staff needs for professional development and identify internal and external resources to provide professional development opportunities for staff.

Continue to provide faculty and staff with web links to locate pertinent school and university policies and procedures.

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 2008-2009:**

---

**Evidence of Progress for 2008-2009:**

---

**Activities planned for 2009-2010:**

- Dean Agho will visit Moi University Teaching and Referral Hospital to explore partnership opportunities.

**Develop and implement a comprehensive plan for increasing diversity**

**Campus Planning Theme:** Campus Climate for Diversity

**Secondary Goals:**

**Sub Unit:**

**Time Frame:** Beginning 2008

---

**Actions taken for 2008-2009:**

- Created SHRS Diversity Committee; membership includes faculty, staff and student representation.

---

**Evidence of Progress for 2008-2009:**

- Diversity Committee formed and began holding regular meetings.

---

**Activities planned for 2009-2010:**

- Conduct a review of the trends of admission and enrollment of minority students.

- Establish enrollment targets based on national benchmarks and develop a comprehensive plan for recruitment/retention of underrepresented minority students.
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 2008-2009:**

---

**Evidence of Progress for 2008-2009:**

---

**Activities planned for 2009-2010:**

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

Document and monitor enrollment trends of international students in SHRS and collaborate with Office of International Affairs to increase the enrollment of international students.

Position the school to attract undergraduate students, nonresident students, and international students.

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

---

**Actions taken for 2008-2009:**

---

**Evidence of Progress for 2008-2009:**

---

**Activities planned for 2009-2010:**

Assist faculty and students to identify study-abroad opportunities.

Document and monitor participation in minority student recruitment and retention events such as the McNair Scholar’s Program, TRIO

**Fiscal Health**

**Reallocation Plan**
1) How are you dealing with the projected base budget reductions for 2009-10 and 2010-11?

- How will the projected base reductions affect your ability to deliver your current level of services to students and faculty? Will some planned initiatives related to teaching and learning, research and scholarship, and civic engagement have to be delayed or terminated?
- If your unit experienced enrollment increases during the Summer II and/or fall terms, how have you used the additional revenue?

RESPONSE: The School of Health and Rehabilitation Sciences dealt with the projected base budget reductions for 2009-10 and 2010-11 by reducing travel budget by 50% and the salary line for vacated staff positions by 50%. We have had to use cash reserves to fill critical staff positions. In spite of the reduction in travel budget, the School has continued to support faculty to participate in professional development activities by using cash reserves, grants, and indirect cost recovery funds.

   a. How will the projected base reductions affect your ability to deliver your current level of services to students and faculty? Will some planned initiatives related to teaching and learning, research and scholarship, and civic engagement have to be delayed or terminated?

RESPONSE: At this point, we do not anticipate that the projected base reductions will significantly affect our ability to deliver services to students and faculty. As a result of the budget reductions, the staff support for the clinical placement of occupational therapy students was reduced from a full-time position to a part-time hourly position. The impact of this decision is that the Academic Fieldwork Coordinator is devoting more of her time to clerical duties. The School intends to use cash reserves to support ongoing teaching, research, and service activities. The timeline for the addition of faculty and staff support for the proposed B.S in Health Sciences degree will be reviewed.

   b. If your unit experienced enrollment increases during the Summer II and/or fall terms, how have you used the additional revenue?

RESPONSE: None of the programs housed in the School of Health and Rehabilitation Sciences experienced enrollment increase during Summer II and/or fall terms. The majority of the programs (i.e., Physical Therapy, Occupational Therapy, and Nutrition and Dietetic Internship program) offered by the school have capped enrollments and are fully subscribed.

2) To achieve the campus goal of doubling the numbers of undergraduate students completing baccalaureate degrees, and to increase the number graduating in four years, what changes have you implemented or planned to implement in course scheduling, curriculum, student support etc.?

RESPONSE: The School of Health and Rehabilitation Sciences does not offer baccalaureate degrees.

3) Do you currently have

- school-based space and
- centrally-scheduled space

   to support an increase in credit hours without a significant investment? Are you investigating methods to use space more effectively
   a. on Fridays and weekends?
   b. with online/hybrid/distance education course offerings?
   c. by developing larger classrooms?
RESPONSE: The School of Health and Rehabilitation Sciences does not have sufficient school-based labs and research spaces to meet the instructional and learning needs of students. There is no centrally-scheduled space in Coleman Hall. We have to schedule classes outside of our dedicated classroom space and many times the space allocated is not optimal. We are using the only conference room in the School for classes and renting space from the School of Medicine. Our large classrooms are at capacity. To maximize the use of existing space and increase student access to courses, some graduate and undergraduate courses are offered online and classes offered on Fridays and weekends. The distance education certificate program in Leadership Development in Pediatric Nutrition meets all day one Saturday/month.

4) What are your priorities for student technology support, and what progress has been made as you have worked with UITS staff this year to implement your technology plans?

RESPONSE: As a graduate school, the School of Health and Rehabilitation Sciences is responsible for developing and implementing plans to acquire, upgrade, and maintain its technology and to provide student technology support. Our priority is to make sure that students and faculty have access to up-to-date instructional technology. We have a contract with the School of Medicine to provide computer and related support for faculty and staff.

We have an ongoing working relationship with UITS to access the Oncourse platform. Recently, the School consulted with UITS in making plans for upgrading the technology in CF 205 to accommodate Adobe Connect.