Mission

The Indiana University School of Informatics has set as its goal to be nationally recognized as the foremost in the country for excellence and leadership in Informatics programs, including undergraduate and graduate education, research, placement and outreach. We believe there is great need and opportunity for professionals trained in state of the art information technology and science with an emphasis on creative human applications. There is an urgent need in our society for graduates with education and experience in informatics, particularly with interdisciplinary skills. The School of Informatics will be foremost in the country to graduate professionals with formal preparation in information technology with subject area expertise. To this end, we will:

- Lead the nation in the development of an innovative and successful new curriculum for information technology and its applications.
- Educate students, including those who might not traditionally consider an educational path in technology, especially women and minorities.
- Encourage interdisciplinary research projects in the field of informatics, focusing on distributed systems technology, information theory and information management, human factors and human computer interaction, and study of the social impacts of information technology.
- Serve the state of Indiana by way of education, community participation and collaborative research partnerships, thereby participating in the growth of an IT culture in the State, and encouraging continued economic development.
- Produce graduates who become leaders in the growing information economy of Indiana and the world.
- Develop synergistic relationships with industry to develop and advance research in information technology and its applications.

Goals and Objectives

Bullet points:

- Best Practices:
- Communicate and manage reputation

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

Actions taken for 2008-2009:

- Update the IUPUI Informatics website
- Design a new structure to support the School's communication efforts
- Further the School's identification with the health and life sciences

Evidence of Progress for 2008-2009:
The redesigned IUPUI Informatics web site was successfully launched in August, 2009. It is a much more attractive, high impact site that directly addressed the question "What is Informatics?" in terms more easily understood by prospective students, current students and parents. Video vignettes portray students and faculty who are engaged in particularly compelling work (the stories selected extend the general understanding of Informatics, its implications, and applications). The website also documents actual job titles received by graduates of the program. Careful attention was given to identifying the boundaries of Informatics in relation to the rest of the IUPUI campus (distinguishing it from Computer Science, CIT and other disciplines which include computing in the education of their students).

The position of Director of Community Relations was retired as both an economy measure and to provide an opportunity to focus more directly on marketing the school's programs. A new job description written and a search begun for a Communications Manager.

BioCrossroads had created an inventory of Indiana's comprehensive strengths in health information technology; Informatics is now included in the "ExibiHIT Indiana Overview": www.exibhitindiana.com.

Activities planned for 2009-2010:

- Continue to refine the website, which will be the School's principal recruitment and communication tool. Increase the use of social media on the site. Identify and prepare more IMPACT stories that may be featured on the overall IUPUI website.
- Hire a new Communications Manager, who will develop marketing strategies for each of the seven Informatics programs; oversee website content; direct print advertising; and continue to further define the school and its mission in terms which can easily be understood by those unfamiliar with the term informatics.

☑ Conduct effective planning and improvement processes

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

Actions taken for 2008-2009:

- Respond to conclusion of the School's Self-study process

Evidence of Progress for 2008-2009:

- The final program review meeting was successfully conducted in June 2009. The process was useful opportunity to allow the School to examine its alignment with the IUPUI academic plan.

Activities planned for 2009-2010:

- Although there is a School-wide strategic plan, IUPUI Informatics strategic planning focusing on the program level will begin in November of 2009. Each of the seven programs, three undergraduate and four graduate programs, will receive attention.
• Although IUPUI has other campuses against which it benchmarks itself, those campuses did not work well for the three undergraduate informatics programs. For the first time, benchmark schools have been selected for Media Arts and Science and Informatics and will be used in the strategic planning process. Health Information Administration will continue to look to its accrediting body, AHIMA, for benchmarking.

☑ Provide effective human and physical resources to further the mission of the institution

**Campus Planning Theme:** Best Practices

**Secondary Goals:**

**Sub Unit:**

**Time Frame:**

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**Actions taken for 2008-2009:**

- Strengthen the School’s undergraduate Informatics program with dedicated faculty
- Strengthen the technology core of the HIA faculty
- Supplement the existing video offerings of the MAS faculty
- Provide adequate support for all administrative and technology functions

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

- The School hired its first full-time lecturer devoted to undergraduate Informatics. A visiting lecturer, who has special expertise in distance education, has also been added; three fourths of her time will be devoted undergraduate Informatics.
- A full-time lecturer was added to strengthen the technical offerings of the Health Information Administration undergraduate program. An additional visiting lecturer was added for that program, which is becoming increasingly important due to a flurry of national activity in Health Information Technology (HIT).
- One part-time visiting lecturer with strong video skills was added to the Media Arts and Science program, reflecting the increasing importance of video in the world of multimedia.
- Two administrative specialists were replaced after normal attrition. The departure of a third provided the opportunity to reassess departmental needs and redistribute work load among the remaining support staff.
- A position on the technology staff was retired and a new, higher level position description written to match current need

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**Activities planned for 2009-2010:**

- Search for a second undergraduate lecturer position
- Search for a tenure-track Media Arts and Science position
- Search for a director for the Health Informatics program
- The computer specialist position will be filled as well the position of Communications Manager referenced above

☑ Provide good stewardship of resources

**Campus Planning Theme:** Best Practices

**Secondary Goals:**

**Sub Unit:** Technology Resources and Classroom Utilization

**Time Frame:**
Actions taken for 2008-2009:

As noted in the School’s program review, technology support for faculty and students is one of the strengths of the School. Informatics must continue to provide state of the art computer hardware and software to fulfill its teaching and research missions.

- For the second year in a row the school has invested in iMac computers to replace aging hardware in the computer classrooms. The iMac can be configured to dual boot both the Macintosh operating system and the Windows operating system. This gives the students and instructors the flexibility to use the applications that most closely match the environment students will find in the business and creative world.
- The school has installed a trouble ticket system to allow for better tracking of problems with hardware and software in the computer classrooms and faculty and staff offices.

Evidence of Progress for 2008-2009:

- Dual boot iMacs purchased and installed in computer labs.
- A trouble ticket system has been implemented, accessed directly from the home page of the Informatics web site. Both faculty and students can access the system.
- Priority scheduling for an additional room in the IT building (271) has been negotiated.

Activities planned for 2009-2010:

- The school will continue to refine the hardware and software being offered in the computer classrooms in response to the curriculum updates being undertaken by faculty and administration of the school.
- The equipment checkout process will be revised to control the utilization, breakage and losses.
- The current classroom scheduling system will be reviewed and revised.

☑ Respond to and manage expectations of stakeholders

**Campus Planning Theme:** Best Practices

**Secondary Goals:**

**Sub Unit:**

**Time Frame:**

Actions taken for 2008-2009:

- Begin to solicit feedback from student groups
- Act to invigorate and support existing student organizations
- Begin to showcase high quality examples of student work
- Provide a stronger sense of community for students
- Continue communication with the Dean’s Advisory Council
- Create a new avenue for community input and governance for the Media Arts and Science programs
Evidence of Progress for 2008-2009:

- A series of monthly meetings ("Lunch with the Dean") were instituted to connect undergraduate and graduate students and administration
- Web pages devoted to Informatics student groups and web pages featuring student work were added to the newly redesigned site
- Faculty sponsorship of campus-wide gaming club promoted for students (tournaments; open to the community and used for recruitment); co-sponsor is the informatics Student Group
- Friday night study halls with faculty occurred once each semester
- Sponsored movie nights and discussion groups (60 students participated)
- Sponsored Illustration Club (started by Herron but continued by Informatics) and the Anime club (which is in need of a new advisor)
- Helped secure a $27,000 grant for rebuilding the Student Center Gaming Room
- Established an online presence and community on Facebook and LinkedIn with students, alumni and employers which has resulted in online career coaching and job posting
- Reports were prepared for the School-wide Dean's Advisory Council, which represents an important link to the larger IT community
- Created a more sustainable model inside Student Services for supporting student government
- Created a Media Arts and Science Advisory Board to form a bridge between the School and the surrounding media-based business community

Activities planned for 2009-2010:

- The "Lunch with the Dean" program will continue on a once-monthly basis.
- The MAS Advisory Board will continue to grow, with its focus on need-based scholarships
- Continue the development of strong school-based student organizations, furthering a sense of community on campus
- Continue faculty sponsored gaming club and study hall activities
- Providing a "dashboard" of key information on the School for twice-yearly Dean's Advisory Council meetings

Civic Engagement: The School of Informatics will serve the state of Indiana through community participation and collaborative research partnerships, thereby participating in the growth of an IT culture in the State and encouraging continued economic development. The School will have active and dynamic collaborations with business, education and industry to cultivate mutual opportunities for students.

Enhance capacity for civic engagement

Campus Planning Theme: Civic Engagement

Secondary Goals:

Sub Unit:

Time Frame:

Actions taken for 2008-2009:

- Create and support opportunities for experiential learning in the community
- Identify a structure for increasing international engagement
- Institutionalize a commitment to service learning

Evidence of Progress for 2008-2009:
The School has two staff members focused on community internships

- Fall 2008 - 18 credit interns for 63 credit hours
- Spring 2009 - 11 credit interns for 39 credit hours
- Summer 2009 - 30 credit interns for 93 credit hours

Responsibility for international students and their adjustment to campus life will rest with Student Services; individual faculty members who have an interest in further relationships with another country will coordinate through Student Services. For example, a faculty member has been identified to travel to China in the fall of 2009 to further develop the 2+2 program.

Activities planned for 2009-2010:

- An international experience for Informatics students in Greece is planned for summer of 2010
- A committee has been formed with administrative and faculty leaders as co-chairs to meet regularly to more fully develop the School’s response to the RISE initiative.
- A two-member faculty team is developing the school’s first service learning course, which is scheduled to begin in Spring of 2010; this students in the course will work with four non-profit partner agencies

☑️ Enhance civic activities, partnerships, and patient and client services

**Campus Planning Theme:** Civic Engagement

**Secondary Goals:**

**Sub Unit:**

**Time Frame:**

Actions taken for 2008-2009:

- Informatics faculty members continue to engage in a significant number of civic activities and community partnerships, many of them with funding. Some are projects undertaken by the School and involve donating services to non-profit entities seeking technology support through classroom projects.

Evidence of Progress for 2008-2009:

- Orbis International (to convert their website and web tools to DVD for worldwide distribution to ophthalmologists in areas with limited internet connectivity)
- The Health & Hospital Corporation’s Smoke Free Indy Program (students working on a promotional video piece)
- Noble of Indiana (a Solution Center-sponsored project; Advanced Video students contributed a promotional video for Noble of Indiana)
- The Indianapolis Humane Society (a promotional video)
- Vectren Energy (a micro-site and several safety awareness games for elementary school children)
- Faculty consultancies with the Veterans Administration (evaluating the usability and utility of My HealthyeVet, the VA’s personal health record) and the American Health Information Management Association (multiple committee shaping the response to the national call for health information technology)
Activities planned for 2009-2010:

- The School will partner with the State Department of Health to produce compelling educational materials for to assist in the H1N1 pandemic
- Consideration will be given to a combined usability lab/physical computing/gaming research space that could be utilized by the community
- Participate in training for participation in campuswide higher education philanthropy efforts

☑ Intensify commitment and accountability to Indianapolis, Central Indiana, and the state

Campus Planning Theme: Civic Engagement

Secondary Goals:

Sub Unit:

Time Frame:

Actions taken for 2008-2009:

- Continue to develop entrepreneurship: culture, courses, fostering start-ups
- Successfully launch corporate partners program (initially IUB)

Evidence of Progress for 2008-2009:

- Successful entrepreneurship class is taught via distance education on both campuses
- Faculty service on Advancing Health and Life Science IT (ALHIT), a community partnership sponsored by BioCrossroads. ALHIT is charged with increasing the number of health and life science information technology companies in the state of Indiana.

Activities planned for 2009-2010:

- Members of the School's administration are working with state leaders to respond to various opportunities for the state in the Obama administration's ARRA stimulus package
- Will continue active School participation in the Advancing Health and Life Science IT (ALHIT),
- Student Services is expanding experiential learning events both on and off campus for students in support of the RISE initiative
- MAS faculty is working with the MAS Advisory Board on developing graduates with the necessary skill sets

☑ Diversity: The School of Informatics will educate students, including those who might not traditionally consider an educational path in technology, especially women and minorities.

☑ Contribute to the climate for diversity in Indianapolis, Central Indiana, and the entire state

Campus Planning Theme: Campus Climate for Diversity

Secondary Goals:

Sub Unit:

Time Frame:

Actions taken for 2008-2009:
• The School-wide Assistant Dean for Diversity and Education commits time each month to activities on the IUPUI campus, including service on several committees.
• Actions have been taken on the goal of broader representation and participation by women and underrepresented minority groups among students, faculty and staff in our School.
• The School has adopted a goal of being a national example of how the broad view of computing and IT can lead to more diverse participation by students and faculty.
• Ensure that faculty and staff are rewarded appropriately for contributions to the School's diversity program.
• Work with the National Center for Women and IT for the School to be an "exemplar" on a School wide (Bloomington and Indianapolis) basis, but focusing both on women and underrepresented minorities.

Evidence of Progress for 2008-2009:

• The Leadership Council has devoted time to discussing ways in which faculty can receive recognition for participation in activities related to diversity.
• The Assistant Dean for Diversity and Education is promoting ways to create inclusive cultures in the classroom and targeting grant support for inclusive community activities.
• Student Services personnel continue to actively network with important organizations that will help build a more diverse student body, including participation in:
  - FIESTA
  - MEPI - Minority Engineers Program of Indianapolis
  - IPA - Indianapolis Professional Association
  - Black Expo and Circle City Classic
  - Summer workshops for NAACP; Urban League; various AME churches
  - K-12 outreach
  - New Tech High School initiative

Activities planned for 2009-2010:

• Participation in an NSF Broadening Participation in Computing funded planning grant that brings together faculty from multiple institutions in the state of Indiana to create outreach programs which will feed more diverse students into the technology pipeline.
• Initial discussions with Stepping Stones in Indianapolis, serving Hispanic high school students, to introduce an emphasis on career opportunities for them in the field of informatics and technology.
• Exploration of collaboration possibilities for New Tech High students in Indianapolis, which has a large enrollment of underrepresented students.

☑ Demonstrate diversity in research, scholarship, and creative activity

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

Actions taken for 2008-2009:

• The School participated in the Summer Research Opportunities Program (SROP) and in the Alliance for Graduate Education and the Professoriate (AGEP) "Getting You Into IU" for underrepresented students, held
Evidence of Progress for 2008-2009:

- Participation in
  - Norman Brown Diversity Scholars
  - Leadership Program Scholars
  - DSRP Scholars - Diversity Scholars Research Program

- Support for students presenting at conferences
- Two African American students participated in summer research with the director of the Media Arts and Science program
- During the summer 2009, hosted one minority student for an intensive research experience; she has now decided to go to graduate school in Human Computer Interaction

Activities planned for 2009-2010:

- Katheryn Wilson will address the Faculty Council in the Fall of 2009 on programs and opportunities in undergraduate research
- A new initiative will be undertaken to connect promising undergraduate students to established researchers once each semester through a luncheon/grant chat
- Continued participation in the programs listed above

☑ Engage students, through the curriculum and co-curriculum, in learning about their own and other culture and belief systems

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

Actions taken for 2008-2009:

- The School continues to explore a potential 2+2 arrangement with Sun Yat Sen
- Consultation with CTL on introducing more diversity-related topics in the curriculum

Evidence of Progress for 2008-2009:

- Learning Community courses dedicate sessions to diversity issues
- Social events surrounding international students, and students of color (diversity potluck dinners in which international faculty bring food for the student body)
- Workshops provided on diversity for students and staff
- Specific non-profit websites developed for minority organizations
- Hosted Kenyan Dean Daniel Rotich for five day visit
Activities planned for 2009-2010:

- HCI classes will continue to focus on human-centered computing and cross-cultural communication
- The School’s first service learning class will incorporate partnerships with Riley Hospital (critically ill children), School on Wheels (homeless children), Volunteers of America (prisoners transitioning to work) and Indiana Organ Procurement Center (terminally ill patients and families donating organs); the curriculum will help students explore cultural and societal belief systems about each of these groups
- Continued social events with diversity as a theme

Engage the Informatics community in global issues and perspectives

Campus Planning Theme: Campus Climate for Diversity

Secondary Goals:

Sub Unit:

Time Frame:

Actions taken for 2008-2009:

- Planning to internationalize the curriculum through partnerships in China, India and South Korea

Evidence of Progress for 2008-2009:

- Specific trips made to deepen relationships: Dean of the School (South Korea); Associate Dean for Graduate Studies and Research (India)
- A new committee with a two year lifespan has been formed to address the RISE initiative; part of its work will focus on international opportunities

Activities planned for 2009-2010:

- An assistant professor in MAS will travel to China in the fall of 2009 to continue to explore partnerships in China
- Identification of international priorities through the RISE committee
- International research collaborations are occurring with the UK, Italy, and Switzerland (HCI) and with the National Center for Biological Sciences in Bangalore, India (Bioinformatics)

Recruit and enrollment of a diverse student body

Campus Planning Theme:

Secondary Goals:

Sub Unit:

Time Frame:

Actions taken for 2008-2009:

- Student Service personnel have institutionalized active recruiting of a diverse student body through multiple recruitment trips and events
Evidence of Progress for 2008-2009:

- Soon-to-Make a Difference [SMD] program - African American girls to summer workshops; summer gaming camps; Mapping Education Toward Achievement [META] - African American community; Project Stepping Stone - Hispanic community; NAMME - National Association of Medical Minorities; SACNAS - Society for the Advancement of Native American and Chicanos in Science; ABRCMS - Annual Biomedical Research Conference for Minority Students; HBCUâ€”Historically Black Colleges and Universities; NSCS - National Society of Collegiate Scholars; McNair Scholars Program; NIH Minority Summer Research Program; National Black MBA Association; Scholarships provided for underrepresented students; New Tech High School; local area high school career days
- An African American Media Arts and Science student received the inaugural ThemeVision Scholarship, an award given to an outstanding minority student in the Media Arts and Science program
- With the assistance of the Office of Diversity, Equity and Inclusion, the School sent African-American students to the Tapia Conference (for underrepresented minorities interested in computer-related careers)
- Percentage of underrepresented minorities in Fall 2008 was 25.4%; in Fall 2009 it was 30.1%. In Spring 2008 was 23.5%; in Spring 2009 it was 26.1%
- In 2008, the School graduated 15 African American students; in 2009, 19 African American students (+26.7%)

Activities planned for 2009-2010:

- Continue outreach and recruiting trips to the groups named above
- Fundraising activities directed at need based scholarships
- Continued implementation of efforts to make the School a National Center for Women & Information Technology exemplar for diversity in information technology

Recruit, development, and support of diverse faculty and staff

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

Actions taken for 2008-2009:

- The faculty and staff of IUPUI Informatics are already quite diverse in ethnic origins. Their origins include the Philippines, Italy, Belgium, Iran, Brazil, Algeria, Venezuela, Turkey, and several from India and China. These differences are viewed as a strength of the School
- The faculty and staff are also diverse in their academic cultures spanning the arts and the sciences.

Evidence of Progress for 2008-2009:

- There is a notable absence of African-American faculty; the School does have African-American staff members, but the number is still not representative of the surrounding population in Indianapolis.
- Two female lecturers were added in HIA; one Asian male lecturer in Informatics; one female and one male each in support positions
Activities planned for 2009-2010:

- All searches will, per usual, follow OEO guidelines on recruiting for a diverse faculty and staff

☑ Retain and graduate a diverse student body
Campus Planning Theme: Campus Climate for Diversity
Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2008-2009:

- The School’s Student Services personnel are notably effective at intervening with students in ways that support their retention and graduation. This is done with a variety of tools, including a supportive environment, goal setting, identifying role models within the student population, interventions for students having difficulty and emphasizing personal responsibility.
- Four year plans of study have been added to the school’s web site
- An advising companion and advising syllabus direct students to the quickest path to graduation

Evidence of Progress for 2008-2009:

- Minority scholarship opportunities
- Frequent contact and life coaching plans for underrepresented students
- Informational sessions provided in various disciplines of informatics
- Personal contact with students identified on early warning system
- Provides internship and practicum opportunities through career services
- Work closely with Student Life; Diversity Office; Multicultural Center in responding to issues concerning our minority students

Statistics on Gender

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Statistics on Retention

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<td>73%</td>
<td>82%</td>
<td>79%</td>
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</tbody>
</table>

Statistics on Graduation Rates

- IUPUI Four Year Graduation Rate: 11%
- IUPUI Six Year Graduation Rate: 32.60%
- Informatics Four Year Graduation Rate: 23.50%
- Informatics Six Year Graduation Rate: 64% (cohort 2002)
Activities planned for 2009-2010:

- Leadership is exploring identifying African American graduate students who may serve as mentors for African American undergraduate students in the absence of African American faculty

Student, faculty, and staff perceptions of the campus climate for diversity

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

Actions taken for 2008-2009:

- Not actively addressed this year

Evidence of Progress for 2008-2009:

- Faculty and staff are members of campus-wide organizations [Latino faculty and staff council; Black faculty and staff council]

Activities planned for 2009-2010:

- The new website will incorporate more stories on school and campus-wide diversity activities

Research and Scholarly Activity: The School of Informatics will have an active and robust interdisciplinary research program that builds upon existing strengths of the university and the State.

Conduct world-class research, scholarship, and creative activity relevant to Indianapolis, the state, and beyond

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

Actions taken for 2008-2009:

- Efforts to increase the number of research collaborations outside the School
- Efforts to increase the number of successful proposals

Evidence of Progress for 2008-2009:

- In 2007-2008, Informatics faculty members were listed as collaborators on two proposals; In 2008-2009, the number of proposals submitted by other schools or units on which Informatics faculty were listed as collaborators increased to twenty
Activities planned for 2009-2010:

- Pursue collaborative opportunities with CTSI
- Pursue joint research with Computer Science
- Pursue large-scale research grant opportunities: Energy, Health Games, etc.
- Continue elaboration of the School's Signature Centers
- Take steps to increase undergraduate research
- Sponsor 2010 VisionFest, an international media arts competition

Enhance the infrastructure for research, scholarship, and creative activity

Campus Planning Theme: Research, Scholarship and Creative Activity

Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2008-2009:

- Create incentives for faculty to secure external funding
- Provide a pre-review mentoring process
- Research infrastructure, especially additional laboratory space, was created to support and expand research in the School
- A target of 30% grant success rate was set

Evidence of Progress for 2008-2009:

- An effective pre-review process mentoring mechanism for faculty submitting grant proposals was established
- A target of at least 80% of the faculty submitting grant proposals each year was set. One hundred percent participation was achieved.
- The target of 30% grant success rate was met

Activities planned for 2009-2010:

- Undertaken a review of the computing environments in which the School's faculty conduct research, if feasible, proceed with automated backup plans for each researcher's data
- Have 50% of graduate students funded by faculty research support
- Explore the possibility of leasing more space in the Walker Plaza building to encourage collaborative research
- Targeting prospective graduate students and encouraging them to work through SROP
- Target NIH and NSF training grants for graduate students
- Research brochure

Provide support to increase scholarly activity and external funding
Campus Planning Theme: Research, Scholarship and Creative Activity

Secondary Goals:

Sub Unit:

Time Frame:

Actions taken for 2008-2009:

- Full financial and administrative support for pre- and post award mechanisms was put in place.
- Plan a compelling research seminar series to connect faculty with outside leaders and to promote external collaborations.

Evidence of Progress for 2008-2009:

- Gave incentives to faculty for securing external funding such as, decreased teaching load, give back 10% of F/A, public recognition, annual research awards
- Research colloquia occurring regularly with good attendance

Activities planned for 2009-2010:

- Identify major collaborative research initiatives in such areas as Health Communication, Translational Health or Android science

Teaching and Learning: Lead the nation in the development of an innovative and successful new curriculum for information technology and its applications

- Enhance undergraduate student learning and success

Campus Planning Theme: Teaching and Learning

Secondary Goals:

Sub Unit: Undergraduate Studies

Time Frame:

Actions taken for 2008-2009:

- Continued development of the new MAS undergraduate curriculum, including new and revised foundation courses and additional areas of focus
- Appointment of a Task Force for undergraduate informatics that will consider how to strengthen this degree, expand enrollments and better tell our story.
- Initiatives include assuming MIS courses that Kelley is no longer interested in teaching.
- Promotion of a minor in Business as a cognate of choice for informatics undergraduate students.
- Formation of a comprehensive clinic that would give students from our School and from other schools an opportunity to work with real-world clients. A pilot with an internal client is underway with the IUPUI Solution Center acting as a conduit.
- Development of an accounting course for health information to be offered in fall 2009.
- Implementation of the RISE initiative, including a dual-campus course with a partner institution overseas, culminating in a 10-Â–14 day trip to that country.
- Seek collaboration with other schools for curriculum development, including Herron and CIT.

Evidence of Progress for 2008-2009:

- A revision of the MAS undergraduate curriculum was completed.
- Student evaluation scores remain high (3.26 - Fall 2008; 3.34 - Spring 2009)
- Pair Problem-Solving, a technique shown to increase the retention of women in STEM disciplines, was implemented in a foundational mathematics course with good impact on student grades and satisfaction.
- An undergraduate Informatics Task Force met throughout the year to identify competencies and extend curriculum planning.
- The Assistant Dean for Student Services received a $5,000 pilot grant from the Lumina Foundation for an experimental intervention titled "Removing Barriers to Higher Education.
- Accounting course has been established for HIA M270 -- Foundations and Principles of Health Information Management
- An Emergency Preparedness project for the IUPUI campus that involves students from the School of Informatics, Herron School of Art & Design and the Department of Communication Studies in the School of Liberal Arts. The IUPUI Solution Center served as the conduit for this project. Final deliverable are due in February 2010.

Activities planned for 2009-2010:

- An intensive two-year process, the Council for Undergraduate Education, has been undertaken to elevate the levels of attention to teaching and to prepare the School for the 2012 accreditation. An executive steering committee will direct the work of six sub-committees in these areas.

1. Teaching and Assessment
2. Undergraduate Informatics Curriculum
3. Graduation Management
4. Recruitment and Marketing
5. Distance Education
6. The RISE Initiative

- HIA goals include:
  1. Develop the new Professional Practice Experience (PPE) course material and format for M441 and M442 to begin fall 2010;
  2. Develop two new PPE manuals for both the in class and facility visits;
  3. Develop a new course for the Medical Coding PPE;
  4. Develop the Medical Coding Manual for the new PPE course;
  5. Continue EHR Certificate discussion with possible implementation;

- Informatics goals include creating more sense of community for the informatics undergraduates, increasing the numbers of electives offered within the school, continued examination of types of business areas of specialization for informatics students and revising the curriculum to create more coherence from year to year.
Provide effective professional and graduate programs

**Campus Planning Theme:** Teaching and Learning

**Secondary Goals:**
**Sub Unit:** Graduate Studies

**Time Frame:**

Actions taken for 2008-2009:

- A new Graduate Certificate program in Clinical Informatics was developed
- Actions taken to increase interaction between faculty and graduate students
- The bioinformatics curriculum has been completely remodeled for both MS and PhD degrees so that 1) majority of required courses are bioinformatics related and 2) number of required courses are significantly reduced to increase time on research.

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

- The new graduate certificate program in Clinical informatics has been approved
- Plans for a health informatics certificate were dropped in favor of the clinical informatics certificate
- An active Indian student association has been fostered which is helping mentor and support new students from India

**Activities planned for 2009-2010:**

- An aggressive marketing program for Health Informatics will be undertaken
- HIA faculty will be asked to give formal study to conferring degrees beyond the undergraduate degree (AHIMA, the profession’s chief professional organization, is encouraging this)
- The Health Informatics advisory board will be revived
- The Health informatics masters program will pursue accreditation by CAHIIM
- Investigate the feasibility of bioinformatics certificate for undergraduates
- Prepare a proposal for the use of space in Walker Plaza that will bring graduate students and faculty in contact on three research centers

Recruit and support a well-prepared and diverse student population

**Campus Planning Theme:** Teaching and Learning

**Secondary Goals:**
**Sub Unit:** Student Services

**Time Frame:**

Actions taken for 2008-2009:

- Conducting student tours of the labs; inviting high school tech clubs; hosting open houses for interested students and parents; presenting to area high schools with faculty; sending information to high school guidance counselors/technical directors and inviting them to special happenings; E-letters to post on the web; web chats; training admission recruiters; high school link articles

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- Recruitment activities with IUPUC
- Targeting undecided UCOL students
- Summer workshop on gaming for high school students
- Four year plans of study for all three undergraduate programs now posted on the website
- Vincennes University: Articulation Agreement 2+2 for HIA and MAS
- Ivy Tech Community College and Vincennes University: Articulation Agreement 2+2 for NEWM
- Saturday School for high school students
- Recruitment Class: six area high school targeting underserved populations (low income to ethnicity), supported in part by the Lumina Foundation
- Actions taken to recruit more international students, especially MS students

Evidence of Progress for 2008-2009:

- Undergraduate recruitment efforts included participation in: Step Onto Campus, Jag Days, Prospective Student Tours, Class Visitation, Ivy Tech Transfer Reception, Campus Day, Scholars Day, UCOL Major Exploration Day, Mapping Education Toward Achievement, Shades of Brilliance, Recruitment activities with IUPUC-Vincennes University 2+2
- Graduate recruitment efforts included: Recruiting visit to India by the Associate Dean for Graduate Studies and Research, Campus Day, visits to all IN college and university grad fairs, Selected IL, OH, MI, KY colleges and universities, Spelman, Morehouse, and Emory in Atlanta, National Institutes of Health, National Society of Collegiate Scholars, National Association of Medical Minority Educators, McNair National Research Conference, Society for the Advancement of Chicanos and Native Americans in Science, HBCU-UP Conference, American Indiana Science and Engineering Society, Annual Biomedical Research Conference for Minority Students, National Conference on Undergraduate Research, American Medical Informatics Association
- There is now an annual introductory research meeting for Bioinformatics graduate students and faculty and all Bioinformatics PhD students are required to talk to faculty before registration

Activities planned for 2009-2010:

- VisionFest 2010
- Using a systemic change model that focuses on creating a culture and climate that results in increased enrollment and graduation of underrepresented students in computing, the School has crafted an intensive strategy that is now underway. According to resources provided through the social science research advisory board for the National Center for Women in Information Technology, systemic change is a cyclical process in which the impact of change on all parts of the whole and their relationships to one another are taken into consideration. "Changing a single element is seldom enough to turn the tide of the undergraduate computing program. Departments can change the diversity and gender balance of their student body through deliberate effort directed at the local system that creates and maintains gender imbalance. That system has several major components, each of which can promote or inhibit diversity either independently or combined with others. When we change parts of the system, mutually-dependent components can reinforce and perpetuate the results. When we ignore the system, our efforts can be neutralized as other components maintain the status quo. Undergraduate departments can take small steps to effect change in the parts of the system their undergraduates' experience."
Our strategy builds on existing institutional support and policies to promote diversity and engages 100% of our faculty in committee assignments to focus on significant areas in this change model for undergraduates: recruitment, student support and retention, pedagogy, curriculum. Nothing will be status quo as we move forward. In addition to this work, our student services area is now more systematically gathering assessment data to better inform the committee work being done.

☑ Support and enhance effective teaching

Campus Planning Theme: Teaching and Learning
Secondary Goals:
Sub Unit: Distance Education
Time Frame:

Actions taken for 2008-2009:

- Plan response to student technology fee initiative
- Research and implement best practices for delivery of distance education content
- Initiate process of upgrading school's website keeping in mind the school's major goals of recruiting and easier access to school information for current students
- Complete construction and outfitting of high-end audio production teaching room
- Convene a staff committee to craft a response to the Business Continuity Plan initiative

Evidence of Progress for 2008-2009:

- The school released a 25-seat computer classroom into UITS' control (IT 265).
- UITS installed new computers in IT 265 and took over the undergraduate printing function in IT 265, IT 271, and IT 357; UITS has allowed the school to retain priority scheduling of IT 265.
- UITS is working with the school to install requested and appropriately licensed software
- Completed construction of IT 360 (audio production teaching room)
- Converted all distance education video content to QuickTime format for ease of use on mobile devices
- The number of distance education classes continues to increase (20 courses now online); a study of HIA courses offered simultaneously face-to-face and online over a three year period showed no statistical difference in grades between the two groups of students

Activities planned for 2009-2010:
- Creation of business continuity plan for the school
- Gather information on possibility of adding movable partition in one large high-end computer classroom to allow the school to have more small classes; especially classes requiring intense use of professional applications.
- Continued work on new website to improve usability and ease of use for students selecting classes and planning the shortest path to graduation
- Research and begin implementation of a "mobile friendly" version of the school's new web site
- Continued research and implementation of distance education content delivery to improve the student experience

Fiscal Health

The School of Informatics at IUPUI continues to perform at a satisfactory level with a healthy fund balance. Informatics projected that credit hours for 2008-2009 would grow by 8.5% overall from fiscal year 2007-2008. In fact, graduate credit hours in 2008-2009 exceeded projections; the unit realized a 20% growth in credit hours versus the projected 12%, and an 11% increase in credit hours versus the projected 7.9%. For 2009-2010, leadership projected a 6% increase in undergraduate credit hours and 8% increase in graduate credit hours. As of September 10, 2009, the unit was below fall projections by 9% in undergraduate credit hours but ahead of fall projections by 6% in graduate credit hours.

The most recent fiscal analysis indicated that Informatics will have a surplus in 2009-2010 despite not meeting our fee income projections. This is due mainly to the transfer of a faculty member to another unit (with a transfer of approximately 50% of the salary to the other unit) and the reduction in force (RIF) of two staff members (and replacement with different classifications but lesser paid positions). General expenses will also be less than budgeted; a projected transfer to 22 accounts at the end of the fiscal year may not be as high as originally projected due to the fee income shortfalls.

Special attention will be given this year to the School's fund raising efforts. With assistance from the Dean's Advisory Council, specific goals have been established for endowed scholarships and endowed chairs at both IU Bloomington and IUPUI.

Reallocation Plan

Other Question(s)

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?

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.?

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?

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?