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 2009-2010:

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.

Evidence of Progress for 2009-2010:
1. Graduate professional enrollments meet designated class size
   2004-05: class sizes met
   2005-06: class sizes met
   2006-07: class sizes met
   2007-08: class sizes met
   2008-09: class sizes met
   2009-10: class sizes met

2. Ongoing website development
   2004-05: $40,000 invested
   2005-06: $12,000 invested
   2006-07: $29,500 invested
   2007-08: $2,405 invested
   2008-09: $3,752 invested
   2009-10: $602 invested

3. Percent of out of state credit hours generated (goal is 10%)
   2002-03: 404 (6%)
   2003-04: 573 (12%)
   2004-05: 172 (5%)
   2005-06: 438 (8%)
   2006-07: 513 (8%)
   2007-08: 560 (8.2%)
   2008-09: 544 (7.9%)
   2009-10: 465 (6.5%)
4. Funding of graduate fellowships
   2002-03: 0
   2003-04: $24,192
   2004-05: $60,091
   2005-06: $63,855
   2006-07: $67,789
   2007-08: $72,594
   2008-09: $40,271
   2009-10: $45,923

5. Minorities as a percentage of school headcount
   2002-03: 8%
   2003-04: 7%
   2004-05: 6%
   2005-06: 7%
   2006-07: 7%
   2007-08: 9.75%
   2008-09: 7.4%
   2009-10: 6%

Activities planned for 2010-2011:

1. Maintain enrollment trends
2. Continue to review and update SHRS website
3. Provide graduate fellowships
4. Monitor the trend of minority student enrollment
5. Implement student diversity initiatives
Follow best teaching practices through ongoing assessment

**Campus Planning Theme:** Best Practices

**Secondary Goals:**

**Sub Unit:**

**Time Frame:** ongoing

---

**Actions taken for 2009-2010:**

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.

---

**Evidence of Progress for 2009-2010:**

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

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

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

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
• Physical Therapy - 100% pass rate; National Average 83%

2006-07

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

2007-08

• Nutrition & Dietetics - 86.7% National Average 81.7%

  • Occupational Therapy - 95.6%; national Average 88%
  • Physical Therapy - 97% pass rate; National Average 87.7%

2008-09

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

2009-10:

• Nutrition & Dietetics - 100%, National Average Data Not Yet Available
  • Occupational Therapy - 83%, National average 78%
  • Physical Therapy - 100%, National Average 86%

4. PhD in Health and Rehabilitation Sciences

• The first cohort has been admitted in fall 2008, continuing to admit new students.

Activities planned for 2010-2011:

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
Provide effective professional and graduate programs

Campus Planning Theme: Teaching and Learning

Secondary Goals:
Sub Unit: None
Time Frame: ongoing

Actions taken for 2009-2010:

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 2009-2010:

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

   2002-03: 1,379
   2003-04: 2,236
   2004-05: 3,235
   2005-06: 4,991
   2006-07: 6,114
   2007-08: 5,916
   2008-09: 6,302
   2009-10: 6,651

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
2009-10: 6 enrolled, 0 graduated

M.S. in Health Sciences enrolled and graduated

2004-05: just implemented
2005-06: 2 enrolled, 0 graduated
2006-07: placed hold on acceptance of new students,
2007-08: hold continued
2008-09: hold continued
2009-10: hold continued
7. E-learning certificate formally implemented by Spring 2007 with a projected enrollment of 10 students per year
   - 2007-08: 12 students enrolled
   - 2008-09: 12 students enrolled
   - 2009-10: 8 students enrolled

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

Activities planned for 2010-2011:

1. Continued undergraduate certificate programs in Gerontology, Global Health and Rehabilitation Studies, and Rehabilitation and Disability Studies
2. Maintain accreditation of programs
3. Increase student credit hour generated

☐ Support and enhance effective teaching
   Campus Planning Theme: Teaching and Learning
   Secondary Goals:
   Sub Unit: None
   Time Frame: ongoing

Actions taken for 2009-2010:

1. Continued peer review of teaching, both observation in the classroom and review of teaching materials.
2. Increased offering of distance education courses.
3. Continued to monitor the faculty approved SHRS Pay Incentive Plan and the IUPUI Bonus Pay Plan.
4. Monitored student evaluation of faculty.

Evidence of Progress for 2009-2010:

1. Peer review of teaching

   All faculty reviews contained documentation for peer review of teaching.
2. Academic departments award bonus payments, tracked every 3 years

2002-03: No bonus
2003-04: No bonus
2004-05: No bonus due to budget difficulty
2005-06: Bonus overload to 1 faculty
2006-07: No bonus
2007-08: No bonus
2008-09: No bonus
2009-10: No bonus

3. Minimum of 8 online courses developed through 2007

2002-03: 1 total course online
2003-04: 2 total courses online
2004-05: 9 total courses online
2005-06: 10 total courses online
2006-07: 15 total courses online
2007-08: 9 total courses online
2008-09: 10 total courses online
2009-10: 25 total courses online

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

5. Two faculty members received teaching awards.

Activities planned for 2010-2011:

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 2009-2010:**

- Continued student involvement in community collaborations
- Documented student service learning activities

---

**Evidence of Progress for 2009-2010:**

2004-05: Submitted proposal to Lilly Endowment for 2006-09 funding
2005-06: Secured Lilly Endowment funding
2006: Received $32,017.00
2007: Received $142,162.00
2008: Received $55,255.00
2009: Received $25,000.00, additional $47,420.00 promised
2010: 0

---

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

Department of Physical Therapy:

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

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

Department of Nutrition and Dietetics;

• Service learning Activities with Riley Hospital for Children - local

Activities planned for 2010-2011:

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 2009-2010:

Dean and Development staff met with William Heller from the IU Foundation to discuss development strategies.

Continued policy/practice of acknowledging gifts and donations in a timely fashion (usually within one week).

Evidence of Progress for 2009-2010:

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

2. Ongoing evaluation of cost to raise a dollar
2003-04: Cash received- $144,049 Cost to raise- 42 cents per dollar
Deferred - $890,778 Cost to raise- 7 cents per dollar
2004-05: Cash received $167,732, Cost to raise- 38 cents per dollar
Deferred- $473,650 Cost to raise- 14 cents per dollar
2005-06: Cash received $65,386, Cost to raise- 96 cents per dollar
Deferred- $0
2006-07: Cash received $76,927, Cost to raise- 7 cents per dollar
2007-08: Cash received $65,661, Cost to raise- 0 cents per dollar
2008-09: Cash received $61,293, Cost to raise- 16 cents per dollar
2009-10: Cash received $70,141, Cost to raise- 29 cents per dollar

3. Raise $3,000,000 by 2008
2002-03: $919,782 cumulative
2003-04: $1,853,241 cumulative
2004-05: $2,164,589 cumulative
2005-06: $2,229,975 cumulative
2006-07: $2,306,857 cumulative
2007-08: $2,381,856 cumulative
2008-09: $2,443,149 cumulative
2009-10: $2,513,290 cumulative

4. Formation of SHRS Alumni Board, Strategic Plan developed for alumni activities, department-specific newsletters
2003-04: Alumni Board formed
Alumni Board approval of Strategic Plan, October 2004
Ongoing Alumni events and planning
2005-06:
Initiated First Year Student Convocation planned by Alumni Board

2006-07:

Student Convocation event continued.

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

Planned Alumni Reunion in May.

2007-08:

Held student convocation

Held Alumni Reunion

2008-09:

Held student convocation

Held Alumni Reunion

2009 - 10:

Held student convocation

Held Alumni Reunion

---

Activities planned for 2010-2011:

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 2009-2010:

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

Evidence of Progress for 2009-2010:

1. Offered 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
   2009-10: Undergraduate on-line nutrition course enrolled 34 in fall and 56 in spring

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

   2005-06: Pediatric nutrition course converted to online
            Sought approval of certificate through Indiana Higher Education Commission

   2006-07: Certificate in the approval process
   2007-08: Certificate approved
   2008-09: Enrolled 12 students
   2009-10: Enrolled 2 students

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

   2003-04: one course online- three require development
   2004-05: three courses online, certificate approved
   2005-06: certificate implemented, 3 students enrolled
   2006-07: 3 students enrolled
   2007-08: 3 students enrolled
   2008-09: 3 students enrolled
4. Nutrition & Dietetics provided an annual national and regional conference for leadership development in pediatric nutrition

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

5. Physical therapy students provided one continuing education course 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
2009-10: Students from the Department of Physical Therapy competed in the Pitt-Marquette Challenge national fundraiser, revenue from the workshop went to the Foundation for Physical Therapy

Activities planned for 2010-2011:

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 2009-2010:

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 2009-2010:

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

   2002-03: Compensation: $624,264, Funding: $129,618
   2003-04: Compensation: $358,113, Funding: $142,000
   2004-05: Compensation: $623,958, Funding: $343,439
   2005-06: Compensation: $666,906, Funding: $775,196
   2006-07: Compensation: $763,962, Funding: $1,588,381
   2007-08: Compensation: $474,244, Funding: $784,074
   2008-09: Compensation: $547,336, Funding: $1,688,757
   2009-10: Compensation: $438,333, Funding: $941,718

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) $15,287; 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) $15,287; Medicine (1.3) $133,273; Engineering (0.9) $37,043.
work (0.2) $15,360; Medicine (1.3) $144,396 Engineering (0.6) $38,311.

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

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

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

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

Activities planned for 2010-2011:

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 2009-2010:

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 (in OT Department).

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

4. Continued to seek donations for endowed professorships.

5. Implemented a school plan for distribution of salary savings and indirec ts from grants and contracts to the individual academic departments generating the dollars.

6. Continue to search for Chair of Health Sciences Department and Director of the proposed PA Program.

Evidence of Progress for 2009-2010:

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

Use Association of Schools of Allied Health Professions salary benchmark data to monitor...
2. Doctoral faculty recruited with an adjunct appointment in other academic and research units:

2002-03: 1 faculty member total
2003-04: 2 faculty members total
2004-05: 3 faculty members total
2005-06: 5 faculty members total
2006-07: 6 faculty members total
2007-08: 6 faculty members total
2008-09: 6 faculty members total
2009-10: 6 faculty members total

3. Maintained 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
2009-10: 8 FTE - no new faculty

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

2003-04: 2 occupational therapy faculty hired
2004-05: 4 FTE, 1 additional FTE on shared faculty appointment
2005-06: 5 FTE, 1 additional FTE on shared faculty appointment
2006-07: 6 FTE, 1 additional FTE on shared faculty appointment
2007-08: 6 FTE, 1 additional FTE on shared faculty appointment
2008-09: 6 FTE, 1 additional FTE on shared faculty appointment
2009-10: 6 FTE, 1 additional FTE on shared faculty appointment

5. One endowed professorship for each academic department

Physical therapy - Professorship established

Occupational therapy - Professorship established, securing funding

Nutrition & Dietetics - Ongoing

Health Sciences - None

6. Implementation of the SHRS "Annual Faculty Evaluation"

Activities planned for 2010-2011:

1. Recruit faculty with post-doctoral training experience

2. Provide start-up funds for new faculty

3. Recruit Chair - Health Sciences Department

4. Recruit Director - Physician Assistant Program

5. Recruit faculty - Physician Assistant Program

☑️ Explore creating a Center of Excellence in research

Campus Planning Theme: Research, Scholarship and Creative Activity

Secondary Goals:

Sub Unit: None

Time Frame: ongoing

Actions taken for 2009-2010:

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

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

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

2007-08: Funding continued

2008-09: Funding continued

2009-10: Funding continued
Evidence of Progress for 2009-2010:

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

2009-10:
Department of Defense grant was renewed

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

Submitted two signature center applications

Activities planned for 2010-2011:
1. Establish the Indiana Signature Center for Translational Musculoskeletal Research

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

**Campus Planning Theme:** Research, Scholarship and Creative Activity

**Secondary Goals:**

**Sub Unit:** None

**Time Frame:** ongoing

---

**Actions taken for 2009-2010:**

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 2009-2010:**

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

   - 2003-04: 7%
   - 2004-05: 8%
   - 2005-06: 17%
   - 2006-07: 28%
   - 2007-08: 19%
   - 2008-09: 28%
   - 2009-10: 18%

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

   - 2003-04: 9.6%
   - 2004-05: 9.6%
   - 2005-06: 9.6%
   - 2006-07: 9.6%
2006-08: 9.6%
2007-08: 9.6%
2008-09: 15%
2009-10: 12.8%

3. Gradual increase in grant submissions
2003-04: 5 grants submitted totaling $1,661,245
2004-05: 9 grants submitted totaling $883,716
2005-06: 10 grants submitted totaling $1,703,806
2006-07: 14 grants submitted totaling $2,112,954
2007-08: 19 grants submitted totaling $2,283,637
2008-09: 16 grants submitted totaling $3,297,112
2009-10: 14 grants submitted totaling $2,636,888

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)
2009-10: sponsored ($1,016,316) non-sponsored ($0)
2008-09: sponsored ($2,152,707) non-sponsored ($0)
2009-10: sponsored ($1,035,755) non-sponsored ($0)
Activities planned for 2010-2011:

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 2009-2010:

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 $1,016,316 million in external funding for 2009-10. Of the 14 grant proposals that were submitted, 3 were awarded.

Evidence of Progress for 2009-2010:

1. Determine existing joint faculty appointments in other IUPUI schools
   2002-03: 5 faculty
   2003-04: 3 faculty
   2004-05: 4 faculty
   2005-06: 6 faculty
   2006-07: 6 faculty
   2007-08: 6 faculty
   2008-09: 4 faculty
   2009-10: 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
2009-10: 14 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


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

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

Activities planned for 2010-2011:

1. Continue to support the Nutrition-Kenya research project
2. Sponsor "brown bag" research discussion sessions
3. Document faculty presentations at professional meetings
4. Encourage faculty to attend research and grant development workshops

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

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

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

Actions taken for 2009-2010:

Review and discussion of strategic plan at Annual SHRS Retreat
Evidence of Progress for 2009-2010:

Strategic Plan continues to be monitored and reviewed

Activities planned for 2010-2011:

Further review of the plan will take place in 2010-2011.

- 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 2009-2010:

Avenues of potential new donors were explored and continue to be examined - non-traditional donations are also being sought (i.e. equipment for our new PA program for example).

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

Evidence of Progress for 2009-2010:

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

Activities planned for 2010-2011:

Dean Agho brought on our second graduate assistant, Aryn Schounce (replacing the former GA), 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 continue 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:**
Actions taken for 2009-2010:

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, and ensure the School was represented at the Spirit of Philanthropy Awards. The Dean also worked with the Indiana University Foundation to secure our second graduate assistant to continue work on development efforts throughout the 09-10 school year.

Evidence of Progress for 2009-2010:

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

Activities planned for 2010-2011:

Dean Agho will continue to work with our graduate assistant 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
Evidence of Progress for 2009-2010:

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

Activities planned for 2010-2011:

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

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

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

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

Actions taken for 2009-2010:

BS in Health Science degree program has been approved and courses are now being offered

Conduct search to fill a vacant staff position - Student Services Enrollment Coordinator

Evidence of Progress for 2009-2010:

Enrollment target for first cohort of BS students has not only been met, but has been surpassed with new admissions ongoing continually.

Hired candidate to fill vacant Student Services Enrollment Coordinator position

Activities planned for 2010-2011:

- Allocate funds to create staff positions (i.e., Director of Student Services and Academic 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 programs

☐ 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 2009-2010:
• 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 2009-2010:

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

Activities planned for 2010-2011:

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 2009-2010:

• Established BS in Health Science Degree
• Developed and submitted proposal for Physician Assistant Program (PA)

Evidence of Progress for 2009-2010:

• Enrollment goals have been surpassed for the BS in Health Sciences.
• PA Program received approvals from Academic Leadership Council

Activities planned for 2010-2011:

• Continue to enhance the BS in Health Sciences degree program.
• Site visit as part of the PA Program accreditation is set for May 2011.
• Seek approval from the IU trustees and ICHE to start the PA 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 2009-2010:

Began enrollment into BS in Health Science Degree program.

Evidence of Progress for 2009-2010:

- B.S. in Health Sciences program enrollment goals have been exceeded for 1st cohort of students.
- Three undergraduate certificates (Gerontology, Rehabilitation & Disability Studies, and Global Health & Rehabilitation) being offered.

Activities planned for 2010-2011:

- 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 2009-2010:

- Offer at least one diversity-related and cultural competency professional development workshop 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

Evidence of Progress for 2009-2010:

- Diversity workshop hosted by SHRS for faculty and staff.
- Students participated in learning activities aimed at increasing their sensitivity and awareness.

Activities planned for 2010-2011:

- Offer at least one diversity-related and cultural competency professional development workshop 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 funding for multidisciplinary translational research.
Create administrative infrastructure to enhance the capacity of faculty to seek and obtain funding, and administer awards consistent with all federal, state, and institutional requirements and policies.

**Campus Planning Theme:** Research, Scholarship and Creative Activity

**Secondary Goals:**

**Sub Unit:**

**Time Frame:** Beginning 2008

---

**Actions taken for 2009-2010:**

- Appointed interim Associate Dean for Research.
- Actively recruiting for Chair of Health Sciences Department.
- Continue 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 2009-2010:**

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

---

**Activities planned for 2010-2011:**

- 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.
- Increase awareness of funding opportunities through service provided by interim Associate Dean for Research.
- Create and fund a new position - Grant Coordinator.

---

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 2009-2010:**

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

---

**Evidence of Progress for 2009-2010:**

- Supported faculty efforts to attend workshops offered by the center for Teaching and Learning.
- Provided travel funds to enable faculty to present papers at professional meetings.
- Encouraged graduate students to present papers at local and national professional meetings.
Activities planned for 2010-2011:

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 2009-2010:

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

Evidence of Progress for 2009-2010:

Activities planned for 2010-2011:

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 2009-2010:

Reviewed policies on space use.

Evidence of Progress for 2009-2010:

Activities planned for 2010-2011:

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 2009-2010:

Continue to follow policy that is in place.

Evidence of Progress for 2009-2010:

Activities planned for 2010-2011:

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 2009-2010:

Collaborative efforts are continuing to be encouraged by the administration of the School.

Evidence of Progress for 2009-2010:

Brown bag series has begun that focuses on collaborative efforts across departments, and schools.

Activities planned for 2010-2011:

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

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

Actions taken for 2009-2010:

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

Evidence of Progress for 2009-2010:

Many alumni and current students have commented on the most recent edition of IMPACTS.

PT department created Facebook pages visited by students, alumni, prospective students, and professionals across the country.

Activities planned for 2010-2011:

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

Continued use of social media.

☑ 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 2009-2010:

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

Continued to publish the quarterly "Dean's Update"

Evidence of Progress for 2009-2010:

Publication of the magazine and the quarterly updates.

Activities planned for 2010-2011:

Publish quarterly 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

Create listserv to communicate research opportunities to faculty

Promote a culture of transparency in intra and interdepartmental transactions

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

Actions taken for 2009-2010:

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

Evidence of Progress for 2009-2010:

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

Activities planned for 2010-2011:

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

Promote school-wide outreach in the community

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

Actions taken for 2009-2010:

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 2009-2010:

Developmental screenings administered

Participation in Habitat for Humanity

OT student group received the "Organization Spirit Award" - given to only one student group.
PT students providing Wii balance and fitness tests to IUPUI community at IUPUI Health Fair.

Activities planned for 2010-2011:

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 endeavors.

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 2009-2010:

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

Evidence of Progress for 2009-2010:

Regularly scheduled meetings with all concerned parties are ongoing.

Activities planned for 2010-2011:

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 2009-2010:

Developed and implemented staff award.
Evidence of Progress for 2009-2010:

While monetary staff awards have been suspended by University mandate, continue to recognize staff achievements and contributions through various non-monetary recognitions.

Activities planned for 2010-2011:

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 2009-2010:

Continue to monitor job descriptions for all administrative and support staff positions for possible need of revision

Evidence of Progress for 2009-2010:

Distribution of job descriptions

Activities planned for 2010-2011:

Fill vacant positions (i.e., 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 2009-2010:

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

Support implementation of Staffing Action Plan.
Supported requests for faculty and staff professional development.

Evidence of Progress for 2009-2010:

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 2010-2011:

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 2009-2010:

Dean Agho visited Moi University Teaching and Referral Hospital to explore partnership opportunities.

Evidence of Progress for 2009-2010:

Activities planned for 2010-2011:

Continued efforts in this area are planned for 2010-2011

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 2009-2010:

Created SHRS Diversity Committee membership includes faculty, staff, and student representation.
Evidence of Progress for 2009-2010:

Diversity Committee formed and began holding regular meetings.

Activities planned for 2010-2011:

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 2009-2010:

Diversity workshop sponsored and presented by SHRS

Evidence of Progress for 2009-2010:

Diversity Committee has been established and has undertaken the task of delivering on diversity issues within the school

Activities planned for 2010-2011:

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 2009-2010:
Evidence of Progress for 2009-2010:

Comprehensive marketing plan currently being developed in SHRS Dean’s Office for school

Activities planned for 2010-2011:

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

Other Question(s)

1. Please describe faculty/staff participation in the planning process in your unit. What factors strongly influence your budget and planning priorities? Please give examples, which might include attracting and retaining undergraduates, strengthening graduate programs, building collaborative partnerships, increasing diversity in faculty and student populations.

The School of Health and Rehabilitation Sciences developed and adopted a four-year strategic plan in 2008. Based on the input of faculty, staff, and students, the School agreed on the following goals which have influenced our budget and planning priorities.

- **Goal 1:** Expansion of Academic Programs - To develop new high quality graduate programs and revamp existing undergraduate program
- **Goal 2:** Improvement of Administrative Process - To improve administrative processes and support services to ensure the achievement of timeliness, quality, effectiveness, and efficiency.
- **Goal 3:** Communication within the School and with Alumni and other partners - 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.
- **Goal 4:** Research - To encourage and support efforts of faculty to conduct research and attract internal and external funding for multidisciplinary translational research.
- **Goal 5:** Third stream revenue - To develop a comprehensive plan that will enable the school to increase the amount of funding obtained from diversified third stream revenue sources
- **Goal 6:** Space and Facilities - To ensure that the school's existing facilities are attractive and being used to maximum efficiency and identify the additional space and facilities needed to fulfill its mission and accommodate anticipated growth.
- **Goal 7:** Diversity - To strengthen the School’s commitment to diversity and to increase cultural competency of faculty, students, and staff

2. How do the plans within your unit align with the President’s Principles of Excellence and the Chancellor’s Guideposts? Please describe your process for integrating your unit’s plans with those of the campus.

The goals of the School of Health and Rehabilitation Sciences are reviewed annually by faculty and the school’s leadership team to monitor progress and to ensure alignment with campus and university goals. The President’s Principles of Excellence and the Chancellor’s Guideposts are reflected in the strategic directions of the School (see response to question #1).

3. What longer-term trends (5-10 years) exist in your discipline/field that will affect your unit?
The recently passed health care reform dramatized the point that health care researchers and policy makers have concluded that the U.S. health care system as currently structured is untenable given the cost of health care; shortages in many categories of health professionals and underutilization of other health professionals; disparities in health outcomes; lack of access to care; less emphasis on preventive care; and a growing demand by consumers for health care that offers choice, convenience, affordability, and individualized care. Based on our assessment of current and emerging trends in the health field, we anticipate that health care reform will require health profession accreditation agencies to continue to ask educational programs to address issues related to interdisciplinary professional education, faculty involvement in evidence-based and translational research, cultural competency of graduates, student diversity, assessment of student learning outcomes, graduation rates, students’ performance on licensure and certification examinations, and cost of professional health care education. As a School, our priority is to meet the health workforce needs of the State and the nation and to prepare graduate who are capable to providing high quality and cost effective health care to diverse populations.

4. If the University experiences further budget cuts, what existing and emerging programs/initiatives in your unit will be your highest priorities?

The School of Health and Rehabilitation Sciences is committed to the campus goal of doubling the numbers of undergraduate students completing baccalaureate degrees, and to increase the number graduating in four years. We are also committed to the mission of IUPUI to be recognized as "Indiana’s urban research and academic health sciences campus”. If the University experiences further budget cuts, the expansion of the undergraduate and graduate degrees in health sciences, the development of the proposed graduate degree in physician assistant studies, and the enhancement of our research infrastructures will remain our highest priorities.