Since my appointment as Dean of the Indiana University School of Health and Rehabilitation Sciences in July 2008, I have led the efforts of faculty, staff, and students to develop and implement a comprehensive five-year strategic plan for the school. The strategic plan, adopted in November 2008, articulated the school’s desire to (1) 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, (2) improve administrative processes and support services, (3) improve communication within the school and with alumni and other partners, (4) encourage and support the efforts of faculty to conduct research, engage in scholarly activities, and attract internal and external funding, (5) increase the amount of funding obtained from diversified third stream revenue sources, (6) maximize the use of existing space and facilities and secure additional space and facilities to accommodate anticipated growth, and (7) strengthen the school’s commitment to diversity and to increase cultural competency of faculty, staff, and students.

Over the last five years I assumed the primary responsibility of using the strategic plan as a “work plan” to execute several successful initiatives. My contributions and performance can best be gauged by evaluating the impact of the strategic plan on the growth and stability of the school. To facilitate the work of the administrative review team, this report is presented in the following four sections (i) highlights of major accomplishments related to each strategic goal, (ii) most significant impact of the strategic plan on the growth and stability of the school, (iii) my scholarly activities and service to the campus, and (iv) future plans for the School.

Section I – Highlights of activities and accomplishments

Goal #1: 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.

Major accomplishments

- Established two new degree programs – Bachelor of Science in Health Sciences in fall 2010 and Master of Physician Assistant Studies in 2011. Enrollment in the BS in Health Sciences is now 330 and the Master of Physician Assistant enrolled 44 students in May 2013.
- Established three undergraduate certificate (i.e., Gerontology, Global Health and Rehabilitation, Rehabilitation and Disability) and two graduate certificate programs (i.e., Global Health and Rehabilitation, and Rehabilitation and Disability). Of the three undergraduate certificate programs, the gerontology program is the most attractive to students.
• Secured provisional accreditation for the Master of Physician Assistant Studies (MPAS) program
• Admitted Forty-four (44) students into the newly established MPAS program
• Reactivated the Master of Science in Health Science program in 2011. It will soon be launched as a fully online graduate program.
• Occupational Therapy program received 10-year reaccreditation in 2012 from the Accreditation Council For Occupational Therapy Education
• Nutrition and Dietetics program received 10-year reaccreditation in 2009 from the Commission on Accreditation for Dietetic Education of the American Dietetic Association
• Increased national rankings of PT and OT programs: In 2008, IU Physical Therapy program was ranked 52 out of 210 and Occupational Therapy was ranked 39 out of 100 programs in the US. According to the 2012 U.S. News and World Report, our occupational therapy program is now ranked 21 out of 154 accredited programs and the Physical Therapy program is now ranked 44 out of 213 programs in the country
• Increased number of tenured faculty and clinical faculty with long-term contract. Within the last three years two faculty members have been promoted to the rank of associate professor with tenure, one faculty was promoted to the rank of clinical associate professor with long-term contract and one was promoted to the rank of senior lecturer. One faculty member was not recommended for tenure.
• Recruited eleven (11) new faculty members

Goal #2: Improve administrative processes and support services

Major accomplishments
• Wrote job descriptions to clarify roles and responsibilities of direct reports to the Dean
• Conducted a national search to fill the vacant position of Department Chair for Health Sciences (effective fall 2013).
• Conducted a national search and appointed the interim Associate Dean for Research to fill the position on a permanent basis (effective fall 2013)
• Created and filled the position of Director of the Bachelor of Science in Health Sciences in 2011.
• Created and filled the position of academic advisor position in 2011 to ensure adequate advising for undergraduate students
• Created and implemented a staff award program to reward and recognize staff members who exhibit high level of commitment and dedication to the strategic direction of the school. Two staff members have received this award – one in 2010 and one in 2013.
• Hired someone with grant development experience to fill the vacant Director of Fiscal Affairs position
• Worked with school leadership and budgetary affairs council to increase salary adjustment for promotion - $2500 to $5000 for individuals promoted to the rank of Professor; $2500 to $3500 for individuals promoted to Associate Professors, and $1200 to $2500 for individuals promoted from the rank of lecturer to senior lecturer
Goal #3: Improve communication within the school and with alumni and other partners

Major Accomplishments

- Created the Dean’s Update, a report published on a quarterly basis, to highlight the accomplishments of faculty, staff, alumni, and students
- Created and launched IMPACTS magazine, an annual publication of the school
- Instituted a practice of meeting with tenure-track and clinical track faculty at least one per year as a group for the purpose of gaining an insight into their development needs.
- Used the faculty meetings as a forum to share pertinent school news/information – including updates on the fiscal health of the school
- Revised/updated the organizational chart for the school
- Hired a webmaster to assist with updates on the school’s website

Goal #4: Encourage and support the efforts of faculty to conduct research, engage in scholarly activities, and attract internal and external funding

Major accomplishments

- Entered into a partnership arrangement with the School of Nursing for grant management services
- Signed a contract with a grant-writer to assist faculty in grant preparation and submission
- Appointed a permanent Associate Dean for Research
- Allocated matching funds to support the initiation of the Center for Translational Musculoskeletal Research, a signature center in the school.
- Closed the Indiana Center for Rehabilitation Science and Engineering Research and transferred funds to the Center for Translational Musculoskeletal Research, a signature center in the school.
- Collaborated with the Associate Dean for Research to institute innovative policies and programs aimed at advancing the research mission of the school.
  - Promoting External Applications for Research (PEAR) program, a program funded by indirect cost recovery funds. Faculty can receive between $1500.00 to $10,000 for pilot research project, summer salary support, travel, or equipment purchase.
  - Faculty research incentive policy allows faculty to earn an additional 20% direct salary based on income derived from external grants and contracts during the academic year
- Reduced the indirect cost recovery funds retained by the Office of the Dean from 47.5% to 23.75% in order for the Associate Dean for Research to have sufficient funds to support research initiatives
- In the initial years of the school (2004-2006), annual research expenditures average $500,000. Over the last four years, external research funding has increased and remained
relatively stable - $1.6 million in 2008/9; $1 million in 2009/10; $2.7 million in 2010/11; and $1.6 million in 2011/12.

Goal #5: Increase the amount of funding obtained from diversified third stream revenue sources

In 2005, the School administration made a decision to eliminate the position of Director of Development due to financial constraints. This decision negatively impacted the school’s ability to raise funds from alumni and other donors. Knowing that one of the most important sources of third stream revenues is donations from alumni and friends, I devoted a considerable amount of time and resources to rebuild the infrastructure for fund-raising. I started the rebuilding process by first hiring graduate assistants for two years to assist me in developing policies and procedures, reviewing the gift acknowledge process, and establishing donor recognition plans. A half-time Director of Development was appointed in October 2011 and her time effort was increased to 0.75 FTE in September 2012.

Major Accomplishments:
• Conducted needs assessment and created a capital campaign plan to raise $2 million
• Created a comprehensive Physician Assistant building fundraising plan and identified 13 corporate prospects
• Created a list of 100 top donors and prospects using giving histories, Target Analytics data, employment information
• Audited gift acknowledgement process and created an acknowledgement plan, including:
  o Timely acknowledgement letters
  o Routine calls to top prospects and major donors
  o Periodic lunch meetings with top donors to thank and build relationships
• Created and implemented donor recognition plan, including:
  o Donor giving societies with monthly notification of status
  o Custom-made brass coasters for Dean’s Sustainers (created custom cards, shipped coasters, set-up meetings for local honorees)
  o Birthday Card program for top donors and prospects, CLIP members and alumni board members
  o Quarterly Dean’s Updates mailings for top donors and prospects
  o Holiday card mailing to 500 stakeholders
• Created the Dean’s Advisory Board to advise and assist with the fundraising efforts of the School. The group meets quarterly.

Goal #6: Maximize the use of existing space and facilities and secure additional space and facilities to accommodate anticipated growth.

Accomplishments:
The school has spent over $746,000 within the last three years to:
• renovate rental space for the Physician Assistant program
• secure office space for faculty and staff
• renovate research laboratory for faculty
• upgrade instructional technology
• create learning and lab space for students
• install new carpets in reception area and hallway in the OT Department

Goal #7: Strengthen the school’s commitment to diversity and to increase cultural competency of faculty, staff, and students

Major accomplishments
• The Diversity Committee was established as one of the standing committees in the school
• The reports compiled by the Office of Equal Opportunity indicated that the gender and race composition of our faculty and staff mirror national trends
• The percentage of minority student enrollment increased from 6.5% in 2007 to 12.5% in 2012. This increase is largely due to the implementation of the BS in Health Sciences and the outreach activities of the Academic Advisor who was hired in 2011.
• The results of the recent climate survey conducted by the SHRS Diversity Committee indicated that 90% of students believe that faculty and staff are committed to promoting an environment that respects and celebrates diversity
• The school has held three consecutive cultural competency workshops/seminars for faculty, staff, and students

Section II – Most significant impact of the strategic plan on the growth and stability of SHRS
As a result of the successful implementation of the 2008-13 strategic plan, the school has recorded significant increases in student enrollment, credit hour production, fund balance, and signed gift agreements.

A. Student enrollment
As noted in Table 1, student headcount (i.e., number of majors at the undergraduate and graduate levels) increased from 206 in 2007-08 to 502 in 2012-13, an increase of 144 percent. Full-time equivalent (FTE) also increased from 219 in 2007-08 to 465.7 in 2012-13, an increase of 112 percent. The percentage of minority student enrollment increased from 13 2008/9 to 91 in 2012.

Table 1 – Student enrollment and diversity

<table>
<thead>
<tr>
<th>Year</th>
<th>Headcount</th>
<th>FTE</th>
<th># Minority student</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007/2008</td>
<td>206</td>
<td>219</td>
<td>18</td>
</tr>
<tr>
<td>2008/2009</td>
<td>211</td>
<td>227.6</td>
<td>13</td>
</tr>
<tr>
<td>2009/2010</td>
<td>217</td>
<td>233.6</td>
<td>16</td>
</tr>
<tr>
<td>2010/2011</td>
<td>244</td>
<td>256.5</td>
<td>17</td>
</tr>
<tr>
<td>2011/2012</td>
<td>343</td>
<td>342</td>
<td>43</td>
</tr>
<tr>
<td>2012/2013</td>
<td>502</td>
<td>465.7</td>
<td>91</td>
</tr>
</tbody>
</table>
B. Credit hour production
Table 2 presents credit hour, online courses offered, and degrees conferred over the last five years. Since 2008, credit hours increased significantly from 6303 in 2007/08 to 10,736 in 2012/13, an increase of 41 percent. The increase in credit hour production is attributed to the significant number of online courses offered by the school. The number of online courses increased from 9 in 2007/8 to 51 in 2012/13, an increase of 466 percent. The total number of degrees awarded per academic year has grown by an average of 14 percent since 2009.

Table 2 – Credit Hour Production, Online Courses, and Degrees Conferred

<table>
<thead>
<tr>
<th>Year</th>
<th>Credit hours</th>
<th>Online courses</th>
<th>Degrees conferred</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007/2008</td>
<td>6302</td>
<td>9</td>
<td>65</td>
</tr>
<tr>
<td>2008/2009</td>
<td>6712</td>
<td>10</td>
<td>71</td>
</tr>
<tr>
<td>2009/2010</td>
<td>7167</td>
<td>25</td>
<td>69</td>
</tr>
<tr>
<td>2010/2011</td>
<td>7647</td>
<td>29</td>
<td>85</td>
</tr>
<tr>
<td>2011/2012</td>
<td>9251</td>
<td>35</td>
<td>95</td>
</tr>
<tr>
<td>2012/2013</td>
<td>10,736</td>
<td>51</td>
<td>95</td>
</tr>
</tbody>
</table>

C. Fiscal Health
In recent years the fiscal health of the school as measured by general fund direct expenditure and fund balance has improved considerably. As noted in Table 3, general fund has doubled and fund balance remained above $1 million for three consecutive years (from 2009/10 to 2011/12). The projected budget for 2013/2014 will be over $2 million. The improved fiscal health of the school can be attributed to sound fiscal management, increased credit hours, and exceptional faculty productivity.

Table 3 – General Fund Direct Expenditure Budget and Fund Balance

<table>
<thead>
<tr>
<th>Year</th>
<th>Budget</th>
<th>Fund Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007/2008</td>
<td>$3,660,021</td>
<td>$407,312</td>
</tr>
<tr>
<td>2008/2009</td>
<td>$4,176,509</td>
<td>$311,502</td>
</tr>
<tr>
<td>2009/2010</td>
<td>$4,260,924</td>
<td>$1,145,488</td>
</tr>
<tr>
<td>2010/2011</td>
<td>$4,400,642</td>
<td>$1,400,093</td>
</tr>
<tr>
<td>2011/2012</td>
<td>$5,098,910</td>
<td>$1,713,589</td>
</tr>
<tr>
<td>2012/2013</td>
<td>$5,360,066</td>
<td>$2,057,885</td>
</tr>
<tr>
<td>2013/2014</td>
<td>$6,415,264</td>
<td>$2,112,761</td>
</tr>
</tbody>
</table>

D. Philanthropic support for the school
During the previous capital campaign, the School raised approximately $462,000 in gifts and pledges and an additional $1.4 million in planned gifts for a total of $1.85 million. Most of the fellowships, scholarships and other foundation accounts the School uses were started or funded during that campaign. For the current campaign (FY 2007-2013), the school set an ambitious goal of raising a total of $2 million. Despite the lack of administrative infrastructure for the
three years of the campaign, as of March 2013, the school raised $1,313,022 (66% of our $2 million goal). Consistent with the five-year giving trends report for the University, the number of donors and amounts donated to the school has fluctuated over the last five years. Table 4 presents a summary of direct gifts to the school. As noted in Table 1, the number of gift agreements per year has more than doubled and we are beginning to see an increase in the average amount donated and the number of signed gift agreements.

Table 4 - SHRS Direct Gifts per Fiscal Year

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th># of donors</th>
<th># of gifts</th>
<th>Dollars raised</th>
<th>Average gift</th>
<th># of new agreements</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012-2013</td>
<td>431</td>
<td>641</td>
<td>$89,589</td>
<td>$140</td>
<td>5</td>
</tr>
<tr>
<td>2011-2012</td>
<td>380</td>
<td>443</td>
<td>$57,451</td>
<td>$129</td>
<td>5</td>
</tr>
<tr>
<td>2010-2011</td>
<td>401</td>
<td>507</td>
<td>$91,034</td>
<td>$179</td>
<td>1</td>
</tr>
<tr>
<td>2009-2010</td>
<td>447</td>
<td>570</td>
<td>$51,679</td>
<td>$91</td>
<td>2</td>
</tr>
<tr>
<td>2008-2009</td>
<td>577</td>
<td>647</td>
<td>$73,195</td>
<td>$113</td>
<td>0</td>
</tr>
<tr>
<td>2007-2008</td>
<td>684</td>
<td>700</td>
<td>$74,629</td>
<td>$107</td>
<td>1</td>
</tr>
<tr>
<td>2006-2007</td>
<td>681</td>
<td>682</td>
<td>$69,872</td>
<td>$102</td>
<td>0</td>
</tr>
</tbody>
</table>

Section III – Scholarship and Professional Service Activities
In addition to my administrative responsibilities as Dean, I have continued to make contributions in the areas of teaching, service, and scholarship. Over the last five years, I have published three articles in peer-reviewed journals and taught 8 graduate and undergraduate courses with a total enrollment of 191 students (180 undergraduate and 11 graduate students). In 2010, I worked with St. Vincent Hospital to secure $1.3 million from the US Department of Health and Human Services which resulted in a subcontract award of $150,000 to the School. One of the faculty members in the Department of Health Sciences serves as the evaluator of the project. Other current professional and scholarly activities include:

- 4-year appointment on the Eligibility and Specialized Reviewers Panel by The Higher Learning Commission of the North Central Association of Colleges and Schools
- Institutional Action Committee, The Higher Learning Commission of the North Central Association of Colleges and Schools
- Editorial Board Member – International Journal of Food Safety, Nutrition, and Public Health
- Membership on the Nomination and Election Committee, Association of Schools of Allied Health Professions
- Commissioner (Central Review Panel) on Commission on Accreditation of Physical Therapy Education (CAPTE) for five years (July 2006- June 2010).
• Reviewer, National Institute of Health Loan Repayment Program, DHHS
• Reviewer, Health Resource Services Administration, Nursing Workforce Diversity program
• Consultant-Evaluator, The Higher Learning Commission of the North Central Association of Colleges and Schools
• Site Team Reviewer, Commission on Accreditation of Physical Therapy Education (CAPTE)

In terms of service to the campus, I am currently a member of the IUPUI Internationalization Laboratory, the University Clinical Affairs Council, and IU Health Education and Research Committee. I worked with the SHRS Alumni Board to establish two signature events – the Distinguished Alumni award and the SHRS Interdisciplinary Research and Education Conference. Other service to the campus includes:
• Chaired the search committee for the Dean of the School of Dentistry in 2011
• Chaired the search committee for the Vice Chancellor for Diversity, Equity, and Inclusion in 2013
• Chaired the administrative review of Dean Bill Blomquist in 2013
• Served as a member of the administrative review team for Dean Gary Roberts in 2012
• Served as a member of the Task Force on the School of Public Health in 2010.

Section IV – Future plans for the school
The school has adopted a new five-year strategic plan to cover the years 2013 to 2018 (see attached). The goals and objectives outlined in the plan are consistent with IUPUI strategic plan. I plan to continue to lead efforts to accomplish the following goals outlined in the school’s strategic plan:
• Expand and strengthen academic programs. The proposal for the Post-professional Doctor of Occupational Therapy program is under consideration. Rehabilitation Counseling is another program to be considered.
• Recruit more faculty to reflect the growth of academic programs in the school
• Retain qualified faculty and staff and promote work group cohesion
• Continue to maintain effective communication within the school and with alumni and other partners
• Research and creative activities – enhance the capacity of the school to support the efforts of faculty to conduct research, engage in scholarly activities, and attract internal and external funding for inter-professional translational research
• Diversified revenue sources – increase the amount of funding obtained from donors, corporations, foundations, and alumni
• Space and facilities – secure additional space and facilities and maximize the use of existing facilities
• Diversity – support campus’ commitment to diversity and promote cultural competency of faculty, staff, and students
• Marketing – take initiatives to enhance the visibility and reputation of the school by showcasing the accomplishments of faculty, staff, students, and alumni.
The impact of the plan will be reviewed on a yearly basis by tracking the following performance indicators:

- Student enrollment – resident, non-resident, and number of minority students
- Credit hour production
- Grant activities – number of proposals submitted, number of funded projects, and annual research expenditures
- Number of peer-reviewed publications and presentations
- Number of external awards received by faculty
- Student performance on national licensure and certification examinations
- National rankings of academic programs
- Student involvement in service-learning activities and engagement in the community
- Funds received from alumni and other donors