

INDIANA UNIVERSITY FORT WAYNE

2030

STRATEGIC PLAN

STUDENT SUCCESS AND OPPORTUNITY

TRANSFORMATIVE RESEARCH AND CREATIVITY

SERVICE TO STATE AND BEYOND



FORT WAYNE

Indiana University Fort Wayne Strategic Plan

Executive Summary – Final Report

Charting a Course for the Future

Indiana University Fort Wayne (IU Fort Wayne) was established through legislative action in 2018 as the only university in Northeast Indiana with a singular mission to educate the next generation of health professionals. Academic Programs are offered through the Indiana University School of Medicine, Indiana University School of Nursing, Fairbanks School of Public Health, Indiana University School of Social Work, the Indiana University School of Dentistry, and the Indiana University School of Health and Human Sciences. Our mission is vital to the continued expansion of Fort Wayne and Northeast Indiana as healthcare is the second largest employment sector in the region. IU Fort Wayne's graduates make a strong contribution with around 87% remaining in the region.

Introduction

IU Fort Wayne's focus on health professions education is important to the greater Fort Wayne community and Northeast Indiana. We are committed to building upon the existing strong collaborations with local educational and clinical partners to advance even more meaningful learning opportunities for our students. We continue to work in partnership with Purdue Fort Wayne to ensure optimal student recruitment, retention, persistence, graduation, and successful post-graduate outcomes, including employment in their field of study or continued graduate education as best aligns with their goals.

IU Fort Wayne is dedicated to creating a culture that welcomes everyone. Embedded in our strategic plan is an emphasis on diversity, equity, and inclusion. We seek to create an environment that embraces each person with whom we interact, thereby creating a welcoming learning community for all. We are committed to understanding and meeting the needs of underrepresented groups. As we foster cultural humility, our goal is to create a place where faculty, students, staff, and stakeholders can interact from an authentic perspective and where we seek first to understand.

Mission and Vision

The mission and vision of IU Fort Wayne were reviewed and modified during the strategic planning process. These are articulated below:

Mission

Indiana University Fort Wayne prepares the next generation of healthcare professionals through exceptional and inclusive educational opportunities. Faculty, staff, students, and partners create a unique, innovative approach to classroom and real-world experiences, transformational research, and service to the State of Indiana and beyond.

Vision

Indiana University Fort Wayne leads in providing exemplary health professions education, research, and



innovation to promote and improve health and well-being for diverse populations in the communities we serve.

Values

IU Fort Wayne faculty and staff embraced the addition of values statements during the planning process. These values include:

Integrity and Respect:

We abide by strong moral principles and are committed to conducting ourselves with honor at all times. We embrace open-mindedness and civil debate, recognizing that freedom of expression is the hallmark of a healthy academic environment.

Compassion and Service: We are genuinely concerned about the needs of others and contribute to the welfare of our communities. We intentionally take action to put others above ourselves and work charitably for the benefit of other people.

Community and Belonging: We strive to foster a sense of belonging, and to encompass diversity, equity, and inclusion practices in all that we do. We work purposefully to ensure that each individual we encounter feels free to be their authentic self.

Excellence and Accountability: We believe that collaboration, building on our individual and collective strengths, the desire and effort to achieve, and an eagerness to learn improves outcomes. We consistently assess ourselves and our processes, exchange ideas and thoughts, and weigh in on options using our combined expertise as we endeavor to meet our commitment to excellence.

Health and Well-being: We promote health and well-being in our communities and our university. We embrace our role as educators, researchers, and service providers focusing on physical, mental, emotional, and social health factors.

Growth and Development: We perceive that we are all in a state of growth, working to persist, expand, and become the best version of ourselves that we can. We enthusiastically support the growth and development of students, staff, faculty and community members, meeting individuals where they are and helping them succeed in reaching their goals.

Leadership at IU Fort Wayne is envisioned to foster growth, to use input from stakeholders, and to keep the mission, vision, and values of IU Fort Wayne at the forefront. IU Fort Wayne leaders are committed to being forward-looking to advance through research, innovation, and evidence-based practices. Leadership competencies are fostered through self-reflection, development, and feedback. Leadership encourages, guides, builds confidence, and calls all to contribute to the ongoing work, alternately leading and following to make the strongest contribution. Together we will establish a legacy for IU Fort Wayne that is responsive to its community and fosters health and well-being for all.

IU Fort Wayne had a robust response to the call for volunteers to develop our strategic plan. 50% of our 100 full-time faculty and staff volunteered, and 36 faculty and staff provided extensive contributions to one or more of the strategic plan subcommittees. There was also representation from Purdue Fort Wayne and the IU Fort Wayne Community Advisory Board.



IU Fort Wayne's strategic planning process included the formation of the strategic planning steering committee, which consists of 11 individuals. The committee boasts representation from administrative leadership, HTS (Health Technology Services), faculty from various academic units, the faculty council president, the staff council president, the Fort Wayne community, and Purdue Fort Wayne. Additionally, we formed three independent planning committees, one for each of three IU Vision 2030 pillars, including student success, research and innovation, and service to our state and beyond. Each planning committee was co-chaired by a member of the steering committee.

In alignment with IU's Vision 2030 pillars, the planning committees developed objectives and actions for each focus area. Responsible parties and metrics were identified for each objective.



Strategic Goals and Objectives



STUDENT SUCCESS & OPPORTUNITY

The success of our students is immensely important to IU Fort Wayne. Student success dictates how we structure our programs, design our curricula, and position ourselves to respond to the evolving demands of the workforce. Metrics to assess progress toward our goals will be benchmarked against our peer institutions wherever possible and will include enrollments, retention rates, graduation rates, career outcomes, and other related measures of success.

Goal 1: STRENGTHEN STUDENT ENROLLMENT

Strengthening student enrollment is particularly important as the number of high school graduates begins to decline and as competition among 4-year institutions for student enrollment increases. IU Fort Wayne must broaden and diversify key strategies aimed at stabilizing and expanding enrollment through improved retention, and attractive and relevant academic programs.

Objective 1: Expand academic offerings through new or related majors, degrees, certificates and more.
Increase new academic offerings by 50% over the strategic planning period above the current 12 offerings.

Objective 2: Increase awareness of IU Fort Wayne throughout Northeast Indiana.
Repeat market research study in 2026, increase leading awareness indicators over baseline from the 2021 market research study by 30%.

Objective 3: Enhance student support services to extend beyond traditional students.
Disaggregated retention rates by demographic (TBD) and establish campus-level retention to that within top 25% of peer institutions.

Goal 2: IMPROVE EQUITY AND INCLUSION

IU Fort Wayne enrolls a diverse student population commensurate with the diversity of our region, and equity and inclusion undergird everything that we do. It is critical that we continually work to improve equity and inclusion across the student experience. Doing so will benefit all students, and employees, and will be particularly beneficial to individuals from historically marginalized groups.

Objective 1: Improve diversity among faculty and staff.
Utilizing OEO reporting – Increase employee diversity characteristics to meet or exceed OEO benchmarks across the term of the strategic plan.

Objective 2: Increase level of IU staff/faculty engagement in campus training programs dedicated to DEI (Diversity, Equity, and Inclusion) needs.

*Increase the number of IUFW dedicated DEI focused programs per year from one to at least three.
Increase staff/faculty participation rate in campus DEI programs by 50% from (TBD).*

Objective 3: Identify and strengthen levels of student participations in DEI related campus programing and service.

Increased levels of DEI program student participation via card swipes at events by 50% from (TBD).

Goal 3: ENHANCE STUDENT LIFE AND CAMPUS EXPERIENCE

It has long been understood that student success is rooted in an enjoyable and supportive student experience. Engaging student life and an equitable campus experience will form the foundation of our student retention efforts and ultimate level of student success.

Objective 1: Increase student engagement outside of the classroom.

Increase the annual rate of student involvement in events to 80% from (TBD).

Objective 2: Increase faculty/staff engagement with campus events.

Increased rate of faculty/staff involvement in events to 85% from (TBD).

Objective 3: Creation of student-centered space for IU Fort Wayne students

Increase Sq footage commensurate with SB growth from current level of 28,000sq ft./900 UGSB.

Goal 4: INCREASE RETENETION AND GRADUATION

Enhancing retention and improving on-time graduation will strengthen student enrollment, and ultimately support the region's workforce needs.

Objective 1: Build a sense of campus identity and belonging.

Via student survey data - Improve survey results in areas of belonging by 25% from (TBD).

Increase IU student event participation in student government and student lead organizations by 25% from (TBD).

Objective 2: Provide robust student mentoring opportunities.

100% of freshmen and first- generation students offered mentoring.

Attain graduation and retention rates within that of top 25% peer-institutions.

Objective 3: Improve early alert system/process.

Establish a PFW to IUFW early warning system or process by Fall 2024.

Attain retention rates within that of top 25% peer-institutions.

Objective 4: Develop a bridge program for incoming first-year students to engage at an earlier point.

Pilot a bridge program by fall 2024, building out for all incoming freshman students by 2026.

Goal 5: ENHANCE CURRICULA, PEDAGOGY, AND INCLUSIVE TEACHING PRACTICES

The classroom environment and learning experience play a critical role in student satisfaction and success. IU Fort Wayne strives to ensure faculty have the resources and knowledge needed to provide a robust and innovative learning experience for all students.

Objective 1: Improve and increase integration of IPE (Interprofessional Education).



*Increase IPE credit hours by 50% from (TBD).
Each IUFW student will engage in a minimum of one IPE experience each academic year.*

Objective 2: Broaden available trainings for faculty.

Establish/link a minimum of one training program each semester to foster faculty engagement with best practices in curricula, pedagogy, and inclusive teaching practices.

Increase faculty participation in trainings by 30% from (TBD).

Goal 6: INTEGRATE UNDERGRADUATE HIGH IMPACT EXPERIENCES FOR ALL UNDERGRADUATE STUDENTS

IU Fort Wayne is uniquely positioned to exploit some of the industry's emerging and best practices regarding high impact experiences. With our focus on degrees in the health professions, IU Fort Wayne will leverage opportunities of inter-professional education, service learning, and cultural immersion.

Objective 1: Grow Service-Learning opportunities for all students.

Increase Service-Learning credit hours and hours engaged in activities by 30% from (TBD).

Objective 2: Broaden IPE offerings to engage more students and across more disciplines.

Increase IPE credit hours offered/taken by 25% from (TBD).

Each student will participate in at least one IPE experience per academic year.

Objective 3: Enhance professional and cultural immersion for students to broaden their exposure and understandings.

Increase number of available experiences per academic year by 25%.

Increase number of student hours engaged in related activities by 25% from (TBD).

Goal 7: ENHANCE UNDERGRADUATE CAREER OUTCOMES

Student success is often measured through student career outcomes following graduation or their desire to continue to higher levels of education. IU Fort Wayne is committed to positive student outcomes and will work to ensure every student reaches their end goal, be that further education or joining the workforce in their chosen health-related field.

Objective 1: Identify and strengthen employment/further-education rates amongst graduates.

Via "First Destination Survey" or other tracking method, attain job placement rates greater than that of top 25% of peer institutions.

Objective 2: Improve licensure and certification rates.

Maintain licensure and certification exams pass rates within those of top 25% of peer institutions and greater than or equal to state/national averages.

Objective 3: Integrate community engagement and service learning into academic programs.

Each IUFW graduate will have a minimum of three community engagement/service-learning experiences over their academic career.

Goal 8: IMPROVE GRADUATE EDUCATION

IU Fort Wayne, in its current state, is primarily dedicated to undergraduate education. To be relevant in our market and to attract students, we need to expand our graduate offerings. This will also expand our ability to meet workforce needs at another level.



Objective 1: Add additional graduate programs that support the academic mission of the campus.

Add a minimum of three new graduate programs in alignment with workforce needs during this strategic plan period.

Objective 2: Develop infrastructure to support future graduate programs.

Establish staff positions to support graduate study commensurate with the number of programs and graduate student body.





TRANSFORMATIVE RESEARCH & CREATIVITY

Undergraduate and graduate research, discovery, and creative activity are critical to the vitality and national reputation of academic degree programs. The translation of research into application and practice benefits our state through innovative solutions to pressing problems and help drive economic development. Successes in this area will be measured through increased support for faculty research, increased projects and collaborations that address community public health issues, increased number of pedagogical research initiatives, increased use of technology and space for research, increased DEI research, and increased innovative and entrepreneurial partnerships.

Goal 1: ENHANCE COMMUNITY-ENGAGED RESEARCH AND PUBLIC SCHOLARSHIP

Community-engaged research highlights the relevance of collaborative scholarly endeavors. With the focus on health professions education, IU Fort Wayne is uniquely positioned to collaborate with community partners and contribute to studying and addressing identified community public health issues.

Objective 1: Engage in research regarding critical community public health issues that are aligned with the expertise of faculty at IU Fort Wayne.

Based on community needs, complete and disseminate, one to three research studies over the term of the strategic plan period.

Objective 2: Cultivate relationships with community stakeholders to promote public dissemination of scholarly activities.

Establish at least three mechanisms of dissemination across varied stakeholders.

Objective 3: Enhance interdisciplinary work and collaboration across schools related to research projects.

Establish at least one new or continuing interdepartmental collaboration project per year.

Goal 2: ENHANCE SUPPORT FOR FACULTY EXCELLENCE IN RESEARCH/FACULTY RETENTION

The expansion of faculty development and support in research fosters enhanced scholarly contributions from not only faculty, but also students. Through building an outstanding research reputation, IU Fort Wayne will attract and retain exceptional faculty and students.

Objective 1: Increase faculty professional development opportunities.

Meet with faculty no less than annually to review and guide needs and opportunities; each faculty member will have an individualized development plan.

Objective 2: Identify and develop support for faculty to increase research skills and engagement.

Meet with faculty no less than annually to review and guide needs and opportunities; all applicable faculty will have an individualized research plan.

Increasing number of completed and ongoing research studies aggregated across the campus by 25%.

Goal 3: IDENTIFY HIGH-IMPACT TRANSFORMATIONAL RESEARCH AREAS

High-impact transformational research has the potential to impact current understanding and practices. Research related to best practices in well-being, health care, and health education will strengthen the impact of IU Fort Wayne's research on the members of our community and beyond.

Objective 1: Develop research related to best practices for the enhancement of the health and well-being of Northeast Indiana.

Increase number of research programs related to best practices by 20%.

Objective 2: Establish the Boyer model as a framework to promote the scholarship of teaching and learning research.

Increase number of pedagogical research initiatives by 20% from (TBD).

Increase IUFW grant applications for educational research by 20% from (TBD).

Goal 4: STRENGTHEN DEI ACROSS THE RESEARCH ENTERPRISE

Efforts to improve health research for diverse populations open up a broader range of perspectives, approaches, and research initiatives. Increasing DEI research at IU Fort Wayne will expand research areas and impact a broader range of the population.

Objective 1: Increase research initiatives focused on DEI related to healthcare or campus environment.

Increased number of projects/studies focused on DEI related issues by 20% from (TBD).

Increased number of women and underrepresented persons with internal/external research funding by 20% from (TBD).

Maintain Campus Climate Survey results in areas pertaining to DEI at or above stated benchmarks.

Goal 5: IMPROVE IT (Instructional Technology) AND FACILITIES FOR RESEARCH

In order for institutional research activities to flourish, appropriate infrastructure is vital. To cultivate a robust research program, IU Fort Wayne must enhance the availability and use of information technology and develop physical space for the purpose of research.

Objective 1: Improve research productivity of faculty by promoting awareness and providing appropriate IT resources where required.

Via survey, increase IUFW satisfaction with internet and IT responsiveness related to research needs by 20% from baseline (TBD).

Increase number of grants, publications, and presentations by 30%

Objective 2: Build/procure new infrastructure to connect existing faculty research and scholarship communities to expand research opportunities.

Identify faculty needs for space to support research and scholarship.

Create IU research and support space and expand commensurate with increasing research activity.

Goal 6: SUPPORT TRANSLATION OF RESEARCH TO ENCOURAGE INNOVATION AND ENTREPRENEURSHIP

Translating research into practice results in benefits to people. Establishing partnerships for product development and entrepreneurial ventures will afford IU Fort Wayne the opportunity to put research into clinical



practice.

Objective 1: Identify sources of funding and expertise to support translation of bench and pre-clinical health research.

Expand number of partnerships, collaborations, products developed by 15%.

Objective 2: Provide education opportunities for faculty on the process of innovation (I), translational research (TR) and entrepreneurship (E).

Increase the number of faculty education opportunities by 25%.

Objective 3: Develop educational course offerings for students focused on biomedical innovation (I), translational research (TR), and entrepreneurship (E).

Increase number of student courses (or components) related to research by 50%.

Objective 4: Support faculty entrepreneurship through partnership with area universities and businesses.

Expand the number of partnerships, collaborations, and products developed through entrepreneurship by 10%.



SERVICE TO OUR STATE & BEYOND

As a public higher education institution, generously supported by the State of Indiana and focused on providing academic credentials to Hoosiers, our activities in teaching, scholarship, and service must remain focused on supporting our state and particularly the Northeast Indiana region which we primarily serve. IU Fort Wayne must be a leader in helping to address some of our state's greatest challenges, particularly issues related to the education of health professionals and creation of pathways from K-12 to higher education, as well as the enhancement of the health and well-being of citizens. Success in this area will be measured through metrics specific to the areas of K-12 education, service to our community, and economic development.

Goal 1: REDUCE INEQUITIES BY ENHANCING INCLUSION AND DIVERSITY FOR NORTHEAST INDIANA AND BEYOND

Since 2004, when the Missing Persons: Minorities in the Health Professions [Report of the Sullivan Commission on Diversity in the Healthcare Workforce](#) was published, there has been a national emphasis on the importance of increasing the diversity of the healthcare workforce to reflect the diversity of the population receiving care. Inequalities in healthcare are recognized in Healthy People 2020 through the [social determinants of health](#). IU Fort Wayne is dedicated to enhancing the health and well-being of the diverse populations we serve.

Objective 1: Embrace a strong culture of DEI (Diversity, Equity, and Inclusion) to attract and retain students, faculty, and staff.

Incrementally increase campus diversity by 10% over term of this strategic plan.

Objective 2: Partner with community-based organizations to enrich student experiences aligned with healthcare disparities and social determinants of health.

Via DEI Taskforce, quarterly recommendations for new, continued, or enhanced community relationships will evolve.

Goal 2: ADAPT GLOBAL PERSPECTIVES TO ADDRESS LOCAL CHALLENGES FOR NORTHEAST INDIANA AND BEYOND

Northeast Indiana is a growing region, and the Fort Wayne metropolitan area has been the fastest growing in the Great Lakes/Midwest region over the past two years. The population is growing as a result of domestic migration from other areas and has a strong history of attracting immigrants and refugees. From 2011-2016, 24.7% of the population growth was attributed to immigrants. These individuals add to the fabric of a region that was founded by European immigrants, thus adding to the richness of our population, and underscoring the need for cultural competence, awareness of determinants of health, and a global perspective at the local level.

Objective 1: Strengthen campus-wide understanding of social determinants of health, explore how these concepts are at play across Northeast Indiana, and focus curricula and programming to increase health and well-being.

Increase number of students, faculty and staff participating in learning opportunities related to social determinants of health by 25% over current level (TBD)

Objective 2: Identify and serve unique needs of rural, urban, domestic, and international students at IU Fort Wayne.

Increase rural practicum/internship sites and affiliation agreements by 20%.

Objective 3: Promote and advance cultural understanding throughout the IU Fort Wayne campus

Increase/link number of cultural understanding learning opportunities made available by 25%.

Goal 3: ENGAGE STATE K-12 TO STRENGTHEN INDIANA EDUCATIONAL PIPELINES

IU Fort Wayne seeks to lead in the education of health professionals for the Northeast Indiana region. Healthcare is the second largest employment sector in the region with significant gaps between the need for health professionals and the supply of educated and credentialed individuals. Evidence demonstrates that awareness of the multiplicity of health careers is not evident to students. Additionally, students tend to make career decisions based on what they know in middle-school, and because an emphasis on a college preparatory high school education with a strong science and math basis is required for post-secondary education in the health professions, IU Fort Wayne is dedicated to partnering with the K-12 public and private school systems to promote the health professions as a career choice.

Objective 1: Increase IU Fort Wayne visibility and presence in, and enrollment from, public and private K-12 school corporations in Northeast Indiana.

Incrementally increase enrollment from NE Indiana regional high schools by 5% or more over the current enrollment number (TBD).

Objective 2: Develop partnerships and/or initiatives between IU Fort Wayne programs and K-12 educators.

Increase number of collaborations/activities with K-12 entities by 10%.

Goal 4: IMPROVE HEALTH OUTCOMES THROUGH RESEARCH, COMMUNITY SERVICE, EDUCATION AND ENGAGEMENT

The health outcomes for the State of Indiana are in significant need of improvement. The Centers for Disease Control demonstrate that the age adjusted deaths for Indiana from the 10 leading causes of mortality are greater than the rate for the United States as a whole, and the infant mortality rate is 6.75 per 1000 births, with only eight states with worse outcomes. IU Fort Wayne, as a leading educator of health professionals, is positioned to address the health and well-being of our region.

Objective 1: Serve as a leader by graduating increased numbers of health professionals to serve Northeast Indiana and beyond.

Increase graduation rate to rival top 25% of peer institutions.

Increase annual size of graduating undergraduate classes by 5% year over year from our 2022 volume of 160 students.

Objective 2: Emphasize the advancement of health and well-being through co-curricular activities and programming.



Increase number of impactful programs offered to the community related to health and well-being by 50% over the current number of four per year.

Goal 5: STRENGTHEN CONTRIBUTIONS TO WORKFORCE DEVELOPMENT FOR NORTHEAST INDIANA AND BEYOND

Healthcare is the second largest employment sector (behind manufacturing) and a significant shortfall in supply is present currently and is projected to worsen over the next decade. IU Fort Wayne, as a leading educator of health professionals, is positioned to address this workforce need. Factors have been found that impede this capacity, including lack of awareness of IU Fort Wayne's status since the 2018 realignment of Indiana Purdue University Fort Wayne (IPFW). The creation of a new health professions university continues to need amplification so this institution of higher education can reach its potential to contribute to this significant shortfall of health professionals.

Objective 1: Optimize the visibility of IU Fort Wayne to foster growth and serve the Northeast Indiana region.

Navigate barriers to external signage showing IU Fort Wayne's presence on the campus.

Install signage at strategic locations to assure evidence of IU Fort Wayne's presence on campus.

Objective 2: Create more opportunities for students to advance the Indiana workforce in the health professions through educational pathways.

Expand the number of new or emerging partnerships/pathways by 25%.

Objective 3: Develop focused opportunities, and marketing and outreach plan to non-traditional students, including non-degree continuing education programming.

Incrementally increase enrollment of non- traditional, adult, second career and second-degree students by 5% over the 2022 base of (TBD).

Offer a minimum of one Continuing Education program per year.



Appendix A: Participants in Strategic Planning Process

Executive Steering Committee

David Chappell (co-chair)	staff	Enrollment/Student Success/Student Services
Cheri Duncan (co-chair)	faculty	Medical Imaging
Deborah Garrison	faculty	Vice Chancellor and Dean IU Fort Wayne
Haley Moon	staff	Health Technology Services
Jan Nes	faculty	IUSSW (Indiana University School of Social Work) campus director and MSW (Master of Social Work) Program Coordinator
Robert Sweazey	faculty	IUSM Administration, teaching
Tom Foley	faculty	Chair of IU Fort Wayne faculty council; Health and Human Sciences
Brandon Kuntz	staff	Chair of IU Fort Wayne staff council
Leslie Friedel	FW	Community Advisory Board, CEO Stillwater Hospice
Marcia Dixon	PFW	Assoc. Vice-Chancellor for Teaching and Learning

Pillar 1: Student Success and Opportunity

David Chappell	staff	Subcommittee Co-Chair / Exec. Steering Committee Rep.
Jake Huffman	staff	Subcommittee Co-Chair
Rachel Dirig	staff	Academic Advising - Medical Students
Sidney Elder	staff	Academic Advisor
Kisha Manns	staff	Academic Advisor
Brandon Kuntz	staff	Financial Aid / Staff Council President
Amanda Wyatt	faculty	Lecturer with the School of Social Work
Marissa Lewis	staff	Marketing & Communications
Heather Kintz	staff	School of Nursing, Clinical Coordinator
Staci Schory	faculty	Teaching & Administration
Angie Martin	faculty	teaching, interprofessional work, admissions, & administration
Aisha Smiley	faculty	Undergraduate social work
Chris Leinhos	staff	Information Technology

Pillar 2: Transformative Research and Creativity

Robert Sweazey	faculty	Subcommittee Co-Chair / Exec. Steering Committee Rep.
Jamie Rausch	faculty	Subcommittee Co-Chair
Bengela Bada	faculty	Dental Hygiene-didactic and clinical courses
Aaron McCord	faculty	Nursing
Ivorine Yu	faculty	Research and Teaching
Hadeel Ayoub	faculty	Teaching- Didactic and Practical (clinic and laboratory instruction)
Ashley Robertson	faculty	Teaching in the HSM representing the Fairbanks School of Public Health
Jennifer Klepper	faculty	Teaching
Carly Bennett	faculty	SHHS
Angela Campbell	Staff	Fiscal and HR (Human Resources)

Pillar 3: Service to Our State and Beyond

Jan Nes	faculty	Subcommittee Co-Chair / Exec. Steering Committee Rep.
Frances Brooks	staff	Subcommittee Co-Chair
Steven Ellinwood	faculty	Subcommittee Co-Chair
Suzanna Harrigan	staff	Administrative Assistant to Dental Education
Catrina Beeny	staff	Academic Advisor



Jennifer Bryant	faculty	Dental Hygiene Program director, faculty
Ann Obergfell	faculty	AVC Academic affairs and operations / faculty medical imaging
Jennifer Mattmuller	staff	Nursing - Administrative Assistant
Brandon Curry	staff	Recruitment and Admissions

