

Project Title: A Foundation for Department-level Philanthropic Giving

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Topic Category: Administration

Background, Challenge or Opportunity: Confronted with recent changes in healthcare and research funding, academic departments have scant resources to fund their education, research and clinical missions. Philanthropic support has become increasingly important to address this dearth in academic funding. Historically, the Department of Physical Medicine and Rehabilitation (PM&R) at Indiana University School of Medicine (IUSM) have overlooked philanthropic resources, and thus, lacks the infrastructure to pursue philanthropic giving. Consequently, the ability to maintain and grow the department's central functions is constrained.

Purpose/Objectives: In the immediate-term, this project aims to develop an infrastructure for philanthropic giving to support the research and education missions of the IUSM Department of PM&R. The long-term objective is to increase departmental philanthropic contributions.

Methods/Approach: IUSM Dean and Associate Dean for Development granted their support for this project. Bi-weekly meetings of the Department Chair and Development Officer guided the work. Best practices, philanthropic goals and a Development Plan were established based on multiple data points: 1) Departmental trends of philanthropic support; 2) relevant literature on philanthropy; and 3) 1:1 interviews with all of the IUSM Chairs and selected PM&R chairs across the United States. Qualitative results of the department chair interviews were compiled and coded line-by-line for themes until saturation was reached. The Department's financial and academic needs were compared to current resources to determine philanthropic need. A Strengths-Weaknesses-Opportunities-Threat (SWOT) analysis informed strategic planning.

Outcomes & Evaluation Strategies: An infrastructure was established to increase the department's capacity for philanthropy. Immediate and long-term philanthropic goals were identified. Subsequently, a strategic *Development Plan* and a sample *Case for Support* were written. The *Development Plan* includes identification of grant opportunities, engaging the community, and implementing a grateful patient philanthropic program. Successful launch of the grateful patient program requires training of the department's faculty and staff, and mitigating overlapping philanthropic efforts within PM&R's partner institutions. Themes identified through department chair interviews provided insight for process improvement for philanthropy within PM&R and other IUSM departments. For example, a system was established for notifying department chairs of donations. The resulting product received enthusiastic support from the IUSM Dean and IUSM Associate Dean for Development. Progress toward outcomes will be gauged by: Completion of the *Development Plan* tasks, number and amount of philanthropic contributions, proportion of contributions by donor background (alumni, faculty, patients, and community).

Discussion/Conclusion with Statement of Impact/Potential Impact: The department's *Development Plan* and *Case for Support* created through this project have established a path for the PM&R Department to grow philanthropic giving and engage others in its missions. The IUSM Office of Development will support implementation.