Mission

MISSION

It is the mission of the Indiana University School of Medicine to advance health in the State of Indiana and beyond by promoting innovation and excellence in education, research, and patient care.

Education

The School of Medicine strives to produce outstanding educators, physicians and scientists. We will do so by providing quality education to students, residents, post-doctoral trainees, practicing physicians and the public that integrates the latest research advances with the best clinical practices.

Research

The research mission of the Indiana University School of Medicine is to advance knowledge about health and behavior and to make discoveries leading to improved prevention and treatment of disease, including the education of caregivers and the delivery of health services. Research is the foundation of both medical education and clinical care.

Clinical Care

The School of Medicine will provide outstanding clinical care that incorporates the latest advances in scientific knowledge, to all of our patients and the citizens of the State of Indiana. The quality care we provide will be done in a manner that supports and advances education and research.

VISION

The Indiana University School of Medicine will be one of the nations premier medical schools based on our education, scientific investigation, and health care delivery.

Goals and Objectives

☐ Contribute to the local, national, and international stature of faculty affairs, faculty development, and diversity initiatives in healthcare.

☐ Advance a research agenda on issues related to faculty affairs and professional development

Campus Planning Theme: Teaching and Learning

Secondary Goals:

Sub Unit: OFAPD

Time Frame: Ongoing

Actions taken for 2010-2011:

- OFAPD faculty and staff completed four peer-reviewed publications; over 15 conference and poster presentations; and were invited to speak at nearly ten institutions.
• OFAPD representatives were five of the only 31 speakers at the National Association of American Medical Colleges Group on Faculty Affairs conference in 2010. Their presentations and posters were competitively selected.
• OFAPD is leading a project in partnership with University of Alabama, University of Arkansas, East Carolina University, University of Iowa, and University of Mississippi, to conduct a series of focus groups exploring the positive aspects of faculty life using appreciative inquiry methodology. The purpose of this study is to identify and better understand factors that contribute to excitement, meaning, and reward in faculty work.
• Received funding from the Professional and Organizational Development (POD) Network in Higher Education to expand the IUSM Faculty Vitality Survey© to multiple institutions and disciplines, http://faculty.medicine.iu.edu/vitality/index.html

Evidence of Progress for 2010-2011:

Activities planned for 2011-2012:

• Continue to pursue publication and dissemination outlets for our work, specifically on program impact
• Pursue external funding for the Faculty Vitality Study©

☑ Advocate for faculty affairs policies that increase faculty members’ success and vitality

Campus Planning Theme: Teaching and Learning, Campus Climate for Diversity

Secondary Goals:
Sub Unit: OFAPD
Time Frame: Ongoing

Actions taken for 2010-2011:

• Published the annual state of the faculty report, http://faculty.medicine.iu.edu/facts.html
• Completed the tenure clock extension, http://faculty.medicine.iu.edu/tenureclock/index.asp
• Selected as one of five institutions nationally to join a pilot group of AAMC member institutions to study and improve the faculty search and screen process, https://www.aamc.org/initiatives/leadership/recruitment/

Evidence of Progress for 2010-2011:

Activities planned for 2011-2012:

• Continue to publish the state of the faculty report
• Continue to work with the AAMC to improve the faculty search and screen process

☑ Development and retention of quality faculty enthusiastic about their roles as educators

☑ Create a faculty development program for IUSM that will provide education and support for teaching career development, teaching methods, peer review, integration of emerging technologies, and opportunities for scholarship and external funding.

Campus Planning Theme: Teaching and Learning, Best Practices, Campus Climate for Diversity

Secondary Goals:
Secondary Goals:
Sub Unit: OFAPD
Time Frame:

Actions taken for 2010-2011:

- Doubled the number of faculty participating in the Academy of Teaching Scholars, [http://faculty.medicine.indiana.edu/programs/academy.html](http://faculty.medicine.indiana.edu/programs/academy.html)
- Expanded the Leadership in Academic Medicine Program (LAMP) to include more faculty and a career planning coaching component, that engages senior faculty, [http://faculty.medicine.indiana.edu/programs/lamp.html](http://faculty.medicine.indiana.edu/programs/lamp.html)
- Selected as a finalist for the POD Network Innovation award for the Peer Review Modules and Form Builder (PFRB). The tool includes a brief introduction to peer review of teaching and a web-based form builder that allows faculty to customize a review form based on teaching setting, type of feedback, and feedback categories. [http://www.wku.edu/teaching/db/podb/](http://www.wku.edu/teaching/db/podb/)
- Supported six faculty members in the iPad Faculty Learning Community, in partnership with the IUPUI Center for Teaching and Learning. Members from the group have presented at local and national education conferences based on their work in the FLC.

Evidence of Progress for 2010-2011:

Activities planned for 2011-2012:

- Expand the Academy of Teaching Scholars to include Tier Two, a credit-bearing certificate in college teaching
- Continue to support the iPad FLC
- Develop a model for faculty support across the life span, and incorporate programming at multiple stages

Expand IUSM Research Portfolio

☑ Created the Indiana Institute for Personalized Medicine (IIPM)

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

**Secondary Goals:**

**Sub Unit:**

**Time Frame:** Continuous

Actions taken for 2010-2011:

Created the Indiana Institute for Personalized Medicine (IIPM), exploring how genetic information and environmental exposure affect each person’s risk to develop certain diseases and response to medication, bridging the gap between genomics research and patient care.

Evidence of Progress for 2010-2011:

Retained internationally-renowned investigator David Flockhart, Director of the Division of Clinical Pharmacology, as IIPM Director; IIPM Associate Director Jamie Renbarger recognized by President Obama as one of 94 recipients of the 2011 Presidential Early Career Awards for Scientists and Engineers; IIPM Associate Director Bryan Schneider wins 2011 Lilly Presidential Early Career Award for Scientists and Engineers; [Additional details...]

[3 of 13]
received the 2011 Advanced Clinical Research Award (ACRA) in Breast Cancer from the Conquer Cancer Foundation of the American Society of Clinical Oncology (ASCO).

Activities planned for 2011-2012:

Continue to develop collaborations and expand resources for personalized medicine; conduct personalized medicine seminars; select Brater Scholarship Program recipient for 2012.

Lilly Endowment Physician Scientist Initiative (PSI)

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

Actions taken for 2010-2011:

Lilly Endowment Physician Scientist Initiative (PSI) cadre.

Evidence of Progress for 2010-2011:

Recruited three outstanding investigators during 2011: Drs. Murray Korc (Cancer Center), David Roodman (Hematology/Oncology Division Director), and Mark Rigby (Pediatrics).

Activities planned for 2011-2012:

Four PSI applicants under consideration at this time: Drs. Maria Grant (Ophthalmology), Jeffrey Kline (Emergency Medicine), Stephanie Davis (Pediatrics), and Sophie Paczesny (Pediatrics).

Partner with IU Health via the Strategic Research Initiative (SRI)

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

Actions taken for 2010-2011:

Partner with IU Health via the Strategic Research Initiative (SRI), a significant eight-figure investment by IUH into three primary foci of research with clinical applications: Cancer, Neuroscience, and Cardiovascular.

Evidence of Progress for 2010-2011:

SRI funding incorporated into proposed IU Health 2012 budget.
Activities planned for 2011-2012:

Receive initial funding from IU Health and begin planned SRI collaborations/recruitments.

☑ Provided $750K to the CTSI to fund the Program Project Planning Grant Pilot Development Team (P3DT)

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

**Secondary Goals:**
**Sub Unit:**
**Time Frame**: continuous

Actions taken for 2010-2011:

Provided $750K to the CTSI to fund the Program Project Planning Grant Pilot Development Team (P3DT), which awards up to $100K for 18 months to investigators toward the development of collaborative studies leading to successful extramural applications for Program Project Grants (PPGs defined broadly as any multi-PI, multi-project extramural grant with annual direct budgets of $500K-1M or higher.)

Evidence of Progress for 2010-2011:

Awarded $100K to Dr. Mark Kaplan and his team for their project “Collaborative Pancreatic Cancer Working Group; Model for Transformative Science Multi-Investigative Team Approach.”

Activities planned for 2011-2012:

Assess the progress of Dr. Kaplan’s pilot against proposed milestones; review submitted applications for additional P3DT awards.

☑ Guide IUSM Research Enterprise

☑ Appointing Dr. Richard Kovacs as the second faculty member to serve as IUSM’s Associate Dean for Clinical Research

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

**Secondary Goals:**
**Sub Unit:**
**Time Frame**: continuous

Actions taken for 2010-2011:

Appointing Dr. Richard Kovacs as the second faculty member to serve as IUSM’s Associate Dean for Clinical Research.

Evidence of Progress for 2010-2011:

Committed funds to support a two-year assignment beginning January 1, 2012.
Activities planned for 2011-2012:

Working in conjunction with IU’s Clinical and Translational Science Institute (CTSI), Dr. Kovacs will be responsible for guiding the school’s clinical research enterprise, expanding the opportunities for translational science and increasing the number of industry-sponsored clinical trials.

☑ Established Dr. Mervin Yoder as the first Assistant Dean for Entrepreneurial Research

Campus Planning Theme: Research, Scholarship and Creative Activity

Secondary Goals:

Sub Unit:

Time Frame: continuous

Actions taken for 2010-2011:

Established Dr. Mervin Yoder as the first Assistant Dean for Entrepreneurial Research to work directly with faculty and with the IU Research and Technology Corporation, the university’s technology transfer organization, to boost commercialization and patents of school of medicine scientific discoveries.

Evidence of Progress for 2010-2011:

New position created July 1, 2011.

Activities planned for 2011-2012:

Dr. Yoder states “one of my immediate priorities is to find innovative ways to enhance the disclosure of intellectual property from the vast amount of research and clinical discovery conducted by the faculty of the medical school and get it into the hands of IURTC where experienced business and legal teams can transform it into feasible commercial entities.”

☑ Initiated Research Space Incentive Program,

Campus Planning Theme: Research, Scholarship and Creative Activity

Secondary Goals:

Sub Unit:

Time Frame: continuous

Actions taken for 2010-2011:

Initiated Research Space Incentive Program, allowing departments to reconfigure laboratory assignments in order to free up space identified as recruitment labs, which then receive a two-year descending exemption from rent charges.

Evidence of Progress for 2010-2011:
Department of Microbiology and Immunology identified a total of 10 lab modules (4,450 sf) as recruitment space, with a projected savings of $164,392 in usage fees.

---

Activities planned for 2011-2012:

Interest in the program currently shown by the Department of Cellular & Integrative Physiology as well as the Division of Nephrology within the Department of Medicine.

- **Improve IUSM Research Infrastructure**

  - Acquiring Vanderbilt University’s Core Ordering & Reporting Enterprise System (CORES)
    - **Campus Planning Theme**: Research, Scholarship and Creative Activity
    - **Secondary Goals**:
    - **Sub Unit**:
    - **Time Frame**: Continuous

---

Actions taken for 2010-2011:

- **Acquiring Vanderbilt University’s Core Ordering & Reporting Enterprise System (CORES)** to improve research core customer experience and fiscal management/compliance of these resources.

---

Evidence of Progress for 2010-2011:

- Contract negotiation, gap analysis, data gathering phases ongoing or completed.

---

Activities planned for 2011-2012:

- Nine research support resources to implement CORES, 1) CTSI Specimen Storage Facility, 2) In Vivo Therapeutics, 3) Indiana Center for Biological Microscopy, 4) Ossabaw Swine Resource, 5) Center for Medical Genomics, 6) IIBIS In Vivo Imaging, 7) Office of Visual Media, 8) Laboratory Animal Resource, and 9) Clinical Research Center.

- **Fully engaged the Indiana BioBank**
  - **Campus Planning Theme**: Research, Scholarship and Creative Activity
  - **Secondary Goals**:
  - **Sub Unit**:
  - **Time Frame**: Continuous

---

Actions taken for 2010-2011:

- **Fully engaged the Indiana BioBank**, a 2010 initiative designed to collect DNA and other biologic samples on all eligible patients who enter the IU Health system. Samples are stored, catalogued, characterized, and delivered to scientists uniquely poised to exploit their value.
Evidence of Progress for 2010-2011:

BioBank staff processed 4300 samples during 2011

Activities planned for 2011-2012:

Goal as of July 2010, “Over the next five years, we intend to enroll and collect 50,000 samples.”

☑ Implementing the Elsevier SciVal Experts Profile System
   
   **Campus Planning Theme:** Research, Scholarship and Creative Activity
   
   **Secondary Goals:**
   
   **Sub Unit:**
   
   **Time Frame:** Continuous

Actions taken for 2010-2011:

Implementing the Elsevier SciVal Experts Profile System, an online collaboration tool which identifies research expertise via the data mining of an investigator’s publications and grant titles. Program proposed to be named **IUSM ReSEARcH Connect.**

Evidence of Progress for 2010-2011:

Identified 820 IUSM faculty members for Elsevier to produce profiles, scheduled to be received by early December.

Activities planned for 2011-2012:

Validation of ~5% sample of profiles (against CVs), communication and training program followed by inter-school then full rollout to research community.

☑ Replaced outdated model with a new research irradiator
   
   **Campus Planning Theme:** Research, Scholarship and Creative Activity
   
   **Secondary Goals:**
   
   **Sub Unit:**
   
   **Time Frame:**

Actions taken for 2010-2011:

Replaced outdated model with a **new research irradiator** possessing expanded capabilities, used to expose materials (cells and animals) to gamma radiation.

Evidence of Progress for 2010-2011:

Room adapted and new irradiator installed, in use by research faculty.
Activities planned for 2011-2012:

Removal of out-of-date irradiator without charge through a federal program for the disposition of radioactive waste.

- To promote a diverse and inclusive environment where all members of the community can succeed to their highest potential
- Establish a prominent and visible presence for diversity and multicultural affairs
  
  **Campus Planning Theme:**
  **Secondary Goals:**
  **Sub Unit:** OFAPD
  **Time Frame:**

Actions taken for 2010-2011:

- Hosted the 2011 Student National Medical Association conference attended by over 1,000 students from diverse backgrounds
- Developed new marketing materials for advancement of women and diversity affairs, including online videos and an updated brochure
- Received local news coverage for the Diversity Outreach Comprehensive Science (DOCS) initiative
- Increased the number of women faculty at IUSM from 318 to 424 and the number of underrepresented minority (URM) faculty from 67 to 79
- Invited to participate in the ACE/Sloan Invitational Conference on Faculty Career Flexibility, [http://www.acenet.edu/Content/NavigationMenu/ProgramsServices/oii/fcf/Medical_schoo.htm](http://www.acenet.edu/Content/NavigationMenu/ProgramsServices/oii/fcf/Medical_schoo.htm)

Evidence of Progress for 2010-2011:

Activities planned for 2011-2012:

- Apply for funding through the ACE/Sloan Faculty Career Flexibility grant program
- Participate in the AAMC Diversity Initiatives Survey

**Undergraduate Medical Education**

- Objective 1: Restructure the Medical Education and Curricular Affairs (MECA) unit to improve efficiency and accountability.
  
  **Campus Planning Theme:** Teaching and Learning, Collaboration
  **Secondary Goals:**
  **Sub Unit:**
  **Time Frame:**

Actions taken for 2010-2011:

- A critical analysis of core functions was conducted and resulted in a plan to restructure the unit into three pillars (Curriculum Development, Student Assessment, and Program Evaluation).
• Unit was renamed Undergraduate Medical Education (UME) to be more closely aligned with the names of similar offices at other medical schools.
• UME physically moved from an off campus location to a temporary location in Long Hall on campus.
• During the restructuring, job duties/tasks were carefully analyzed, combined, and realigned.

Evidence of Progress for 2010-2011:

Activities planned for 2011-2012:

• Unit is currently recruiting for 2 faculty positions, 1 professional level position, and 1 clerical person.
• Unit intends to be fully staffed for roles and responsibilities associated with the 3 pillars by May 2012.
• UME will move to a permanent location on campus.

☑ Objective 2: In an effort to meet the workforce need for physicians in Indiana and the United States, IUSM is expanding its class size from 280 to 364.

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

Actions taken for 2010-2011:

• 328 medical students were admitted to the entering class in 2011.
• Expansion of learning opportunities for students in a new, distributed system of clinical education--During the 2011-2012 academic year, 4 centers (Northwest, South Bend, Terre Haute, and Fort Wayne) began formally offering all 11 required third and fourth clinical clerkships (Medicine, Neurology, Psychiatry, Family Medicine, Pediatrics, Surgery, Ob/Gyn, Surgical Subspecialties, Radiology, Medicine Sub-Internship, and Emergency Medicine) allowing a cohort of students to complete their entire third year within these communities.

Evidence of Progress for 2010-2011:

Activities planned for 2011-2012:

• Bloomington and Lafayette campuses will begin to offer third year clerkships during the 2012-2013 academic year.
• Planning for clerkships in MU and EV to implemented during the 2013-2014 academic year.

☑ Objective 3: In an effort to continuously improve the curriculum, we are actively engaged in a curricular reform/renewal process.

Campus Planning Theme: Teaching and Learning, Best Practices
Secondary Goals:
Sub Unit:
Time Frame: Ongoing
Actions taken for 2010-2011:

- Development and adoption of guiding principles for our curricular change effort.
- During academic year 2010-2011, over 200 faculty, staff, and students engaged in a process to refine/define learning outcomes for our competencies. These learning objectives were shared at a school-wide retreat in May 2011.
- Over 200 faculty on 11 teams are now in the process of developing curricula and assessment strategies to meet, and evaluate, these learning outcomes.
- Curricular reform team members include representatives from the SOM, the other health sciences schools, other schools within IUPUI, our health system partners, and the IUPUI Center for Teaching and Learning.
- We are developing IT infrastructure to support the curriculum—we are migrating our learning management system to Oncourse and are investigating curricular mapping programs that will support our competency-based curriculum and integrate with other technology used to support our learning environment and records systems.

Evidence of Progress for 2010-2011:

Activities planned for 2011-2012:

- This year’s curriculum reform efforts will culminate in a retreat in March 2012.
- Work will continue to refine the plan and to incorporate specific recommendations from content experts.
- Technology—full migration to Oncourse for all courses and campuses; purchase of a curricular mapping tool

Objective 4: In an effort to continuously improve our fourth year elective offerings, we are revising elective criteria, improving learning objectives, and establishing an electronic elective approval process.

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

Actions taken for 2010-2011:

- We’ve begun a process of reviewing every elective to update the learning objectives, review and ultimately improve assessment methodologies, and review competency-based activities in elective rotations.
- UME worked with other units in educational affairs to create an International elective policy and approval process.

Evidence of Progress for 2010-2011:

Activities planned for 2011-2012:

- Work with Medical Student Affairs (MSA) to transition all elective approvals to the UME office.
- Analyze the manual elective system workflow process in an effort to create an electronic proposal and approval process.
Objective 5: In an effort to offer specialized training, we intentionally plan and develop joint degree opportunities for medical students.

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

Actions taken for 2010-2011:
- Developed a joint MD/JD program with the School of Law.
- Developed a joint MD/MS in Translational Science Program.

Evidence of Progress for 2010-2011:

Activities planned for 2011-2012:
- Develop a more robust web site that highlights all joint degree opportunities for medical students. Currently these include: MD/Ph.D, MD/MPH, MD/MBA, MD/JD, MD/MS in ethics, and MD/MS in Translational Research.
- Work with admissions offices to ensure joint degree information is provided to students during the application process.

Fiscal Health

Reallocation Plan

Other Question(s)

1. What changes are you seeing in the characteristics of incoming and returning students, and how are you preparing these students to meet the changing needs of the future workforce?

We are actively seeking to better screen our applicant pool to enrich the class of admitted students with those that are pursuing a career in medicine for the right reasons meaning more as a calling and less as a business. We additionally seek people who seem genuinely committed to pursuing primary care. To better prepare them for their future world we are extensively revising our curriculum to include more interdisciplinary training, more exposure to systems of care, more emphasis on teamwork, etc. We intend to complete curricular revision in the spring of 2012 with implementation that fall.

2. What are your plans for any surplus amounts in your fund balance?

We first seek reserves that amount to cash sufficient to run operations for 200 days before we ponder how to invest them. In turn we ask that each department do the same. Any funds available for investment are reserved for anticipated leadership recruitment, to meet contingencies that invariably arise and if possible for scholarship support.

3. What are your short-term and long-term plans for ensuring adequate facilities to meet your mission? To what extent are on-line and/or hybrid courses a useful strategy in addressing any anticipated space constraints?

Space needs are evolving as we have essentially abandoned large classrooms for team based learning. To meet these space...
needs we converted our library to electronic format thereby freeing up space that has been renovated to meet current teaching needs. In the future we need a truly multidisciplinary educational facility we can share with nursing, health and rehabilitation sciences, pharmacy and other health science curricula. Such a building is in the master plan—it is a question of when and how—namely $.

4. What marketing strategies/materials are you planning to develop/disseminate during the coming year?

   a. Who is the intended audience for each?
   b. What do you hope to accomplish with this strategy with this audience?
   c. How much are you planning to spend for each strategy?
   d. How will you tell if your expenditure was worth your investment? Provide return on investment (ROI) data for past expenditures, if available, and plan to track ROI in the future.

Marketing strategies will be determined by Mike Sample’s shop.