MISSION
It is the mission of 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.

VISION
We will lead the transformation of healthcare through quality, innovation and education, and make Indiana one of the nation’s healthiest states.

CORE VALUES

Excellence
that is reflected in the innovated conduct and advancement of education, research and patient care.

Respect
for individuals who are affiliated with, or come in contact with, our students, residents, fellows, faculty, staff, partners, patients, communities and families.

Integrity
that embraces the highest standards of ethical behavior and exemplary moral character.

Diversity
that is reflected in actions that appreciate all individuals.

Cooperation
that is manifested by collegial communication and collaboration.
Dear colleagues and friends of Indiana University School of Medicine:

I am pleased to share the new strategic plan for IU School of Medicine, a plan which benefitted from the vital input in each mission area from hundreds of you. With this comprehensive roadmap, we set a path to lead the school toward what we are confident will be revolutionary times in medical education, scientific research and health care.

A strategic plan documents our commitments to our partners, our communities and ourselves for the coming years. Here, we detail those commitments in five sets of strategic priorities including training new physicians, conducting impactful science and more, all ultimately supporting our mission of improving the health of citizens in Indiana and beyond.

Those commitments include a renewal of our curriculum and other important reforms to ensure that all our students benefit from the resources of a statewide medical school, not just a medical school with campuses around the state.

Further, those commitments include collaborations with academic, health and private industry partners, using the powerful new tools of scientific research to accelerate discovery and translate our findings into better health.

And the foundation for achieving these goals will be the school’s core values of excellence, respect, integrity, diversity and cooperation.

It is inspiring to consider that our strategic plan is the continuation of a 50-year vision: to improve health in Indiana through the creation of a statewide medical education system to address physician shortages, improve the quality of undergraduate, graduate and continuing medical education, and accelerate the pace of discovery.

Our strategic plan truly allows us to realize that laudable vision while preparing us for the dynamic changes ahead.

These are exciting times at Indiana University School of Medicine. Thank you for your input and support, and thank you for joining us on this journey.

Jay L. Hess, MD, PhD, MHSA
Dean, IU School of Medicine
VP for University Clinical Affairs
1. PRIORITY ONE: Improve the health of Indiana’s citizens.

1.1 Improve Indiana’s Mental Health America overall ranking.

**METRICS**

- Move from current national ranking of 42nd (144.2/100K Hoosiers) to 30th (188/100K Hoosiers)
- Double the number of psychiatrist-trainees in IU School of Medicine programs in the next 5 years (from 12 to 24)

1.2 Reduce Indiana’s infant and maternal mortality.

**METRICS**

- Reduction of smoking prevalence among pregnant and parent women from 14.35% to 7.8%
- Reduction of obesity prevalence among all Hoosier youth and adults from 32.5% to 31.4%
- Reduction of obesity prevalence among all African American Hoosiers from 41.7% to 40.7%
- Increase the inter-pregnancy interval of mothers aged 20-24 from a median of 19 to 22 months
- Increase the percent of infants born to mothers receiving prenatal care in the first trimester from 59.4% to 64%
## 1.3

Improve Indiana’s cancer prevention and detection rates and decrease cancer mortality rates.

### METRICS

| Change in adult smoking prevalence from 21% to 18% | Increase colorectal cancer screening rates from 65 to 69 (US average) |
| Reduction of obesity prevalence among all Hoosier youth and adults from 32.5% to 31.4% | Reduction of breast cancer mortality rates from 20.9 to 20.5 (US average) |
| Increase in HPV immunization rate from 45% to 55% | Reduction of colon cancer mortality rates from 15.8 to 14.1 (US average) |
| Increase breast cancer screening rates from 67.3 to 73.7 (US average) | Reduction of lung cancer mortality rates from to 50 to 45 (Indiana’s rate: age-adjusted, per 100,000 population) |
PRIORITY TWO: Maximize success of all learners

2.1 Enhance the quality of IU School of Medicine educational programs.

METRICS

- Double the number of qualified applicants by 2020
- Increase the diversity of the student population to match Indiana’s diversity (14% URM)
- Reduce the overall time to degree completion with an emphasis on URM students (e.g., ethnicity, gender, and GLBTQ+)

2.2 Increase the number of extramural training grant awards for both graduate students and M.D. and Ph.D. postdoctoral fellows.

METRICS

- Increase number of training grants by 15% in 3 years
- Establish seven endowed trainee positions by 2020
Optimize integration of research within all IU School of Medicine educational programs.

**METRICS**

Establish two jointly mentored training programs in next 5 years

Increase the number of medical students engaged in summer research by 20%

Increase the number of medical students engaged in research electives by 20%

Increase the number of residents and fellows engaged in publications, national presentations, and scholarly awards/recognition by 10%

Graduation rate for the MD program is at or above the national average

First time pass rates for USMLE Step Exams are at or above the national average

Pass rates for board certification exams are at or above the national average

Enhance the quality of IU School of Medicine educational programs.

**METRICS**

Establish at least three areas of concentration for undergraduate medical education (e.g., public health, global health, medical education).

Become a national leader in the creation and dissemination of best practices in delivery of undergraduate health professions education in both patient care and laboratory science programs.

Recruit high quality student applicants for engagement in the areas of concentration program

Disseminate scholarship related to the identified programs
PRIORITY THREE: Ensure the vitality of members of the IU School of Medicine community.

3.1 Improve support for faculty, staff, and learners.

METRICS

- Improvement in IUSM faculty and staff responses to climate surveys (e.g., faculty vitality survey) specifically regarding leadership and communication.
- Responses to graduation questionnaires (all learners in the IUSM system) indicate that learners can rely on faculty for information about resources.
- Responses to graduation questionnaires (all learners in the IUSM system) indicate that learners have appropriate support infrastructure to help them advance their goals (e.g., career advising, mental health services).
- Expand and enhance Center for Young Children.

3.2 Create a culture of wellness.

METRICS

- Define wellness for IU School of Medicine and develop a baseline metric for wellness and vitality within 12 months and see an increase in overall wellness by 2020.
- Decrease average debt per IUSM medical student at time of graduation from $200,000 to $180,000.
- Decrease percentage of medical students with debt at time of graduation from >80% to < 70%.
- Increase in faculty, staff, and learner ratings on surveys items regarding the degree to which the environment is supportive of their needs and interests (e.g., faculty – items on vitality survey, staff – items on IUPUI climate survey, medical students – items on GQ, and GME items on IUHP wellness survey, Graduate Student Survey).
3.3

Design an environment that is inclusive and celebrates the diversity of its members.

METRICS

Reduction in mistreatment to the 25th percentile by 2020

Increase the percentage of those either “satisfied” or “very satisfied” with reporting behaviors on the GQ from 23.1% and 7.7% to 26% and 9%

Reinforce a culture of non-discrimination based on gender, gender identity, race, ethnicity, and sexual orientation as reported in learner surveys

Increase in number and quality of IUSM medical students staying in Indiana for residency or bridge programs

Increase in number of IUSM medical school and GME alumni who work as physicians in the state of Indiana

Ensure each IUSM campus reflects the population of the state as well as the IUSM student body

Ensure each campus is a supportive learning environment for learners from diverse backgrounds

Increase the diversity of applicant pools for faculty positions

Increase the number of URM faculty who are promoted

3.4

Improve engagement and support of volunteer faculty.

METRICS

Increase in promotion rates over time

Increase in engagement in professional development, CME, and wellness programs over time
Based on the strengths of each campus and its local community, determine a specific theme that will help define and unite the clinical, research, and education missions.

METRICS

Recruit new learners and faculty whose interests are in line with campus theme

Implement unique clinical programs, research activity (if appropriate), and education based on campus themes
Build statewide networks/collaboratives to ensure that IU School of Medicine advances its clinical and research missions.

METRICS

Use a statewide dashboard to track the advancement of clinical and research missions.
5 PRIORITY FIVE:
Advance science and clinical knowledge through innovative research in areas where IU School of Medicine can be distinctive and internationally recognized.

5.1 Increase bench to bedside research, population health research, and outcomes research.

METRICS
Increased external funding by 10% each year
Increase the number of AHRQ sponsored studies
Increase the number of NIH population health intervention grants (RO1, R21, PA16 146, PA16 147)
Increase in support from private foundations

5.2 Increase the number of extramural training grant awards for both graduate students and M.D. and Ph.D. postdoctoral fellows.

METRICS
Increased number of proposals submitted that span multiple disciplines and specialties
Increase the number of program project grants by 50%
Every research unit (e.g., center, Institute, etc.) has at least one programmatic project or training grant
Increase the number of research faculty and trainees from underrepresented backgrounds.

**METRICS**

- Increased URM applicants/matriculates in graduate/medical program
- Increased URM applicants/matriculates in faculty ranks
- Enroll URM GME learners in research track
PRIORITY SIX: Translate our discoveries into new diagnostics, treatments, and cures.

6.1 Recognize, value, and promote faculty facilitating and participating in clinical trials research.

METRICS
- Double the number of clinicians or clinical educators actively engaged in clinical research
- Increase the number of investigator-initiated trials

6.2 Transform the culture of patient experience at all affiliated hospitals to make research and research participation a clear benchmark of quality care.

METRICS
- By 2020 50% of all patients will have been approached about participation in clinical trials
Facilitate internal and public-private partnerships and other institutional collaborations to accelerate discovery and translation.

METRICS

Increase in the number of commercial partnerships and investments
Increase in number of medical inventions and innovations
Increase in new license or option agreements with industry
PRIORITY SEVEN: Establish IU School of Medicine as a national leader in the innovative use of information technology to advance our research, education, and service missions.

7.1

Develop a common information and technology platform to organize and have accessible all research, academic affairs, operational, and educational data.

METRICS

Recruit a senior leader to be responsible for the implementation and optimization of an integrated, comprehensive IT system.

Create an enterprise data warehouse that can store all of the institution’s data in an easily accessible location and that will ensure that there is a single, organizationally agreed upon source for each piece of data.

7.2

Develop a transparent culture based on measurement and accountability where everyone understands the key performance indicators that are the highest priority for the institution.

METRICS

Develop a dashboard, which incorporates all missions and will be used to make future strategic and data driven decisions.
7.3

Become a national leader in the integration of advanced and emerging technologies into the training of medical students, residents, and fellows.

METRICS

Develop a comprehensive database of faculty research programs and related research resources

Develop a comprehensive database of learner data and survey results