

## MEMORANDUM

TO: Trudy W. Banta, Ed.D  
Vice Chancellor, Planning and Institutional Improvement  
IUPUI

FROM: Robert W. Holden, M.D.  
Dean, School of Medicine

RE: Planning Conversations for 2000

DATE: January 21, 2000

You have asked us to identify our five most important goals for 1999 and 2000. As you will see, our goals for 1999 and 2000 are the same with one exception. In 1999, one of our goals was to initiate a strategic planning process. We have done so, and it has led to the identification of a 2000 goal, which is to implement mission-based management. You will also notice that we broadened the goal of student retention to include student recruitment because improving student recruitment is a very important priority of the School of Medicine.

### 1999 Goals

#### **Goal #1 – Improve Student Recruitment and Retention**

**Performance Indicators:** 1) Number and dollar amount of scholarship 2) Diversity of matriculants 3) Remediation program developed

**Progress:** 1) Indiana State Medical Assn. Scholarship Fund creates two half-tuition academic scholarships for students who agree to practice in Indiana 2) Second Look Program implemented; personal letter strategy is implemented targeting under-represented, MD/PhD candidates and outstanding scholars; 19 of the MSMS students matriculated into IUSM's MD program 3) All students who failed USMLE Step 1 passed after taking remediation program.

#### **Goal #2 – Increase Extramural Funding**

**Performance Indicators:** 1) Increase NIH funding 2) Implement clinical trials support group to attract clinical trials awards 3) Increase philanthropic & foundation funding. 4) Attract state funding for research/ 21<sup>st</sup> Century Funds 5) Increase number of education grants funded 6) Increase other extramural funding

**Progress:** 1) NIH funding increased by 11.8 % 2) Clinical trials funding declined. Dept. of Med. establishes clinical trials infrastructure for marketing/recruiting—invited other departments to participate. 3) Philanthropic funding increased 14.3 % 4) Two IUSM grant proposals received 21<sup>st</sup> century funding of \$3.274 M; IUSM received an additional \$.7 M through grant awards to other principal investigators 5) Education funding increased by 19.6% 6) Other extramural (excluding NIH) increased by 22.8 %. TOTAL INCREASE: 5.4 %

### **Goal 3 Implement Competency-based Curriculum**

**Performance Indicators:** 1) Institute competency-based curriculum for first year students at all IUSM campuses 2) Institute objective structured clinical examinations (OSCEs) for all in-coming and outgoing third year students 3) Initiate annual education faculty workshops on competency-based curriculum

**Progress:** 1) Instituted competency-based curriculum for first year students on all IUSM campuses 2) All third-year students took OSCEs (practice runs) at the beginning and the end of 97-98 academic year. On-record OSCEs begun in fall 1999. 3) Announce first annual faculty workshop on competency-based curriculum.

### **Goal 4 Initiate Strategic Planning Process**

**Performance Indicators:** 1) Create IUSM mission and vision statements 2) Create teaching, research and service mission statements 3) Create strategic planning committee 4) Create strategic plan

**Progress** 1) Published and distributed IUSM mission and vision statements to all faculty and key staff 2) Published and distributed IUSM mission statements for teaching, research and service 3) Executive committee and subcommittees in teaching, research and service (clinical care) developed goals 4) Plan to be completed in second quarter of 2000.

### **Goal 5 Enhance Physical Infrastructure**

**Performance Indicators** 1) Increase laboratory space square footage 2) Acquire legislative funding for Phase 2 renovation of VanNuys Medical Science Building 3) Initiate Phase 2 renovation of VanNuys Medical Science Building 4) Acquire legislative funding for renovation/construction of Medical Education Centers in South Bend, Gary and Terre Haute 4) Complete Walter J. Daly Student Center 5) Implement integrated data repository (6 modules include medical student academic affairs, faculty, housestaff, graduates, admissions, CME).

**Progress:** 1) Discussing collaborations with Harlan Sprague Dawley, Inc. and Clarian for research laboratories and animal facilities; 21<sup>st</sup> century funding will partially support animal and biotech laboratories 2) Acquired legislative funding for Phase 2 renovation of VanNuys Medical Science Building 3) Contracted with architectural firm to plan Phase 2 renovation; began planned relocation of laboratory facilities to off-site facilities 4) Acquired funding for South Bend, Gary and Terre Haute facilities; contracted with architectural firms to begin design 5) Integrated Data Repository is 50% complete for medical student data portion.

## **2000 GOALS**

### **Goal #1 Improve Student Recruitment and Retention**

**Performance Indicators:** 1) Number and dollar amount of scholarship 2) Enhance the diversity of matriculants 3) MD/PhD recruitment enhanced

4)Remediation program strengthened 5)Students assessed for individual learning styles 6) Student mentors instituted

**Anticipated Outcomes:** 1) Ruth Lilly Scholarship funding increases, new scholarships created through fund-raising campaign 2) Expanded student recruitment program 3) IUSM departmental/intradisciplinary collaborations attract MD/PhD candidates 4)Remediation program expands 5)Institute Myers/Briggs test for first-year students in February 2000.

### **Goal #2 Increase Extramural Funding**

**Performance Indicators:** 1) Increase in grant proposals from IUSM faculty to NIH 2) Fund-raising campaign focuses on centers of excellence in IUSM 3)Number of IUSM proposals submitted to 21<sup>st</sup> Century Fund will be based on collaborations with private industry and other educational institutions 4) Hospital partners begin marketing support of IUSM clinical trials.

**Anticipated Outcomes:** 1) Continued increase in NIH funding of IUSM programs 2) Foundations and Philanthropic support of IUSM will increase through Centers of Excellence 3) More IUSM faculty proposals to 21<sup>st</sup> Century Fund collaborate with private industry 4) Centers of Excellence initiatives attract more industry patient trials.

### **Goal #3 Implement competency-based curriculum**

**Performance Indicators :** 1) Initiate competency- based curriculum for second-year students on all campuses 2) Offer first annual education workshops to faculty 3) Finalize competency-based clinical curriculum for third-year students

**Anticipated Outcomes:** 1) Competency-based curriculum offered to second-year students on all campuses 2) Majority of teaching faculty attend first annual education workshops 3) Complete competency-based clinical curriculum for 2001-2002.

### **Goal #4 Implement mission-based Management**

**Performance Indicators:** 1) Develop educational relative value unit (RVU) measurement system 2) Roll out RVU measurement system to IUSM units and departments 3) Develop ratio of percent of time/dollars spent per mission to generate outcomes data

**Anticipated Outcomes:** 1) Productivity/performance outcomes are measurable 2) IUSM units and departments adopt RVU measurement system , RVU measurement system is used to determine funding priorities 3) Annual performance reviews will be based on better outcomes data

### **Goal #5 Enhance Physical Infrastructure**

**Performance Indicators:** 1) VanNuys Medical Science Building Phase 2 renovation completed 2) Construction completed on Gary, South Bend and Terre Haute Medical Education Centers 3) Walter J. Daly Student Center completed 4) Integrated data repository completed

**Anticipated Outcomes:** 1) Basic Science Departments will be better positioned to attract quality faculty 2) Gary, South Bend and Terre Haute Medical

Education Centers can provide standard quality educational and research facilities to faculty and students 3) Medical students morale and educational experience enhanced by access to new student center 4) IUSM's data repository will improve record-keeping, data collection and reporting to university, government and funding sources.