Dear Colleagues:

As I begin my fifth year as dean I’d like to take a moment to reflect on the great strides – both collective and individual – we have made at the Indiana University School of Medicine. The progress we have realized in all of our missions is remarkable and is the result of the hard work and commitment of countless people across the School:

**Transforming the Educational Mission**
Over the past two years as part of our *Road to Reaccreditation* we candidly assessed every facet of the school and made countless improvements to our educational programs. As a part of this process last fall, we implemented a new horizontally and vertically integrated curriculum, ensuring comparability across all nine campuses.

In addition, we:

- Bolstered our mentoring and advising program with the addition of an associate dean from student affairs and 12 full-time lead advisors
- Established specific ways for students to report and for us to reduce mistreatment
- Created an Ombuds Program for learners, faculty members and staff to get confidential and impartial help in resolving disputes.
- Tripled our capacity to provide mental health care to our students by hiring a board-certified psychiatrist and a licensed social worker to provide therapy.
- Established a 24-hour dedicated emergency phone line – 317-278-HELP – for students at all campuses and residents
- Launched IUSM Mobile, an app that provides students access to a wide range of resources, including health and counseling services, events calendars, library resources and transportation information.
- Developed a standardized statewide structure for course and clerkship leadership.
- Recruited more than 30 FTE instructors to enhance the education mission.
- In collaboration with IU’s other health sciences schools finalized and launched the Team Education Advancing Collaboration in Healthcare (TEACH) curriculum through the IU Center for Interprofessional Practice and Education
- Established an Office for Continual Quality Improvement
- Began work on expanding graduate medical education across Indiana

**Attracting and Developing Top Talent**
We’ve made recruiting and retaining talent – students, faculty and staff – a top priority. Applications to the School of Medicine have nearly doubled in the last five years. Not only was the class arriving in fall 2016 the most academically accomplished, it was also the school’s most diverse class ever, with 23 percent black/African-American or Hispanic/Latino students.
Over the past four years, we recruited ten new department chairs, three regional campus deans, and three new center and institute directors. Over the past year alone we recruited a number of new leaders, including Dr. David Wallace from Duke, who will serve as Chair of the Department of Ophthalmology, Dr. Michael Weiss, who will be Chair of the Department of Biochemistry and Molecular Biology and Head of Chemical Biology for the Precision Health Initiative, Dr. Kun Huang, head of Data Science for the Precision Health Initiative and Dr. Peter Embi from Ohio State as the Regenstrief Institute CEO. In addition, we made several promotions including Dr. Emily Walvoord as Associate Dean for Student Affairs; Dr. Peter Duong as Associate Dean for Admissions and Financial Aid; Dr. Megan Palmer, Associate Dean and Dr. Matt Allen, Assistant Dean, both for Faculty Development in OFAPD; and Dr. Naga Chalasani, Associate Dean of Clinical Research. Additionally, two of our esteemed colleagues – Dr. Anantha Shekhar and Dr. Tatiana Foroud – were named Distinguished Professors in the School of Medicine.

Physical Improvements
Systematically upgrading our outdated facilities, we are nearing completion of $30M in renovations to our research facilities along with renovations of the library and the study and relaxation common areas in Indianapolis. We opened a new medical education facility at IUSM-West Lafayette in 2014. A new medical education building is under construction in Evansville and financial commitments have been secured to build new education facilities in Indianapolis and Bloomington.

Philanthropic Support
We have redoubled our philanthropic efforts and raised over $800M during the past four years as part of the IU for All Bicentennial Campaign, including in excess of $300M in gifts and $500M in foundation grants. Highlights of our fundraising efforts include a $30M gift from alumnus Don Brown to establish the Brown Center for Immunotherapy, and $25M from the Lilly Endowment to fund the Indiana Collaborative Initiative for Talent Enrichment, a joint effort with several life science companies and institutions in Indiana.

Research
We are working to ensure that research programs at the school continue to grow. External research funding exceeded $320 million in 2016, a record level for the school. We established new centers in Musculoskeletal Health and Clinical Health Innovation and Implementation Science. Our school’s Precision Health Initiative was chosen as the first recipient of the Indiana University Grand Challenge. This $120M program aims to advance personalized medicine approaches through genomic medicine, cellular immunotherapy, chemical and structural biology, and data science. We currently have searches underway for leaders of several pillars of this important initiative.

Enterprise Alignment
The relationship between the School of Medicine and our healthcare affiliates, IU Health, Eskenazi Health, the Roudebush VA Medical and many other partners across the state is critical for our future success and the ability for us to have a statewide impact on health. Over the past four years we have made great progress in integration and alignment, as exemplified by IU Health’s commitment to build a new medical education and faculty offices as part of the adult academic health center in Indianapolis, the establishment of an endowed Chair in Emergency Medicine by the Eskenazi Foundation and the record level of VA funding received by our faculty. We have moved almost all of the academic clinical practices into IU Health Physicians (IUHP) and reorganized IUHP into a physician-led and managed practice that involves more of our physicians in decision-making. We have developed a new funds flow model and are well on our way toward a compensation model that is designed to better recognize contributions to all of the missions and improve physician satisfaction.
Looking Ahead
We are currently engaging our healthcare affiliates along with faculty, students, staff and other stakeholder groups in strategic planning to learn how the school can be greater in research, education and clinical care. I am eagerly awaiting the results of this schoolwide effort, which will help to define our priorities over the next four years. Still in progress, at a high level I expect the priorities will include ways to:

- Maximize student success
- Identify and develop areas of excellence for each regional campus
- Enhance wellness and addressing the problem of burnout
- Increase physician engagement and satisfaction
- Recruit, develop and retain a diverse and talented faculty
- Increase the synergy between our research and clinical programs to deliver the best care

With Appreciation
These accomplishments are the result of your hard work, talent and commitment. I have never worked with a finer group of individuals. Thank you for your dedication to the School of Medicine, our learners and the people of the state of Indiana, who are the ultimate beneficiaries of all that we do.

Jay

Jay L. Hess, M.D., Ph.D., MHSA
Vice President for University Clinical Affairs
Dean of the School of Medicine