**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 health care through quality, innovation and education, and make Indiana one of the nation’s healthiest states.

**CORE VALUES**

<table>
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<tr>
<th>Excellence</th>
<th>Respect</th>
<th>Integrity</th>
<th>Diversity</th>
<th>Cooperation</th>
</tr>
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<tbody>
<tr>
<td>that is reflected in the innovative conduct and advancement of education, research and patient care.</td>
<td>for individuals who are affiliated with, or come in contact with, our students, residents, fellows, faculty, staff, partners, communities, patients and families.</td>
<td>that embraces the highest standards of ethical behavior and exemplary moral character.</td>
<td>that is reflected in actions that appreciate all individuals.</td>
<td>that is manifested by collegial communication and collaboration.</td>
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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
STRATEGIC PRIORITY ONE

Prepare the next generation of health care professionals and leaders

• Deliver a uniformly outstanding educational experience across all campuses that prepares professionals for high-value, team-based and population-focused care

• Make the vast range of clinical, educational and research experiences at IU and partner institutions available to all learners

• Use innovative technologies and approaches to enhance instruction, learning and competency assessment

• Develop new degrees, certifications, residencies and continuing medical education to meet Indiana’s workforce needs

• Provide support services that maximize learner well-being and professional success

• Keep student debt as low as possible relative to peer institutions
STRATEGIC PRIORITY TWO

Accelerate discovery and clinical translation

• Build interdisciplinary, team-based research programs in areas where IU School of Medicine can be a national leader

• Increase the number of, and patients enrolled in, the most impactful clinical trials

• Enhance physical and IT research infrastructure

• Facilitate internal and public-private partnerships and other institutional collaborations to accelerate discovery and translation

• Increase the amount and types of sources of external funding, particularly programmatic funding in prioritized areas
STRATEGIC PRIORITY THREE

Improve the health and wellness of citizens of Indiana and beyond

• Work with clinical partners to improve population health
• Develop destination clinical services aligned with research priorities
• Implement a new physician model to deliver high-quality, high-value care
• Incorporate precision health principles into clinical practice
• Update and replace outdated clinical facilities

STRATEGIC PRIORITY FOUR

Increase our capacity for growth

• Strengthen the IU School of Medicine brand and enhance internal and external communications
• Reinvigorate IU School of Medicine alumni relations with a special emphasis on increasing recognition and engagement of volunteer faculty
• Adopt best practices and build systems to simplify, standardize and automate operational excellence
• Implement funds flow and compensation models that reward success and increase alignment with institutional goals
• Increase philanthropy and non-traditional funding sources
STRATEGIC PRIORITY FIVE

Foster the vitality and engagement of our people

• Uphold the core values of excellence, respect, integrity, diversity and cooperation at all times

• Make professional and leadership development opportunities available at all levels of the organization

• Fully tap the talent and expertise of the organization and the community

• Create an environment that fosters personal wellness

• Recruit and retain the most talented and diverse faculty, staff and students possible
PREPARING
HEALERS
TRANSFORMING
HEALTH

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