

## Faculty Steering Committee Minutes for September 15<sup>th</sup>, 2022

The September 2022 FSC meeting was called to order by President Christine Eckel, the minutes from the August 2022 meeting were presented and approved.

Dean's Speaker, Jamie Dimond presented the Financial and Administrative Services Update

Annual presentation regarding finance and administration for IUSM. This year IUSM ended 2022 with a net income positive 3.3% above operating margin and is consistent with financial outcome for 2021. With minimal liabilities, IUSM has a strong Fund Balance and Cash. In December 2021, IUSM received a large \$145 million-dollar AHC gift for nursing education and strategically identified focuses within IUSM. Currently IUSM demonstrates strong financial health in 2022. The operating margin is consistently positive and the cash in hand is stable. Five-year trend shows that IUSM has been operating in the black. Additional active initiatives include an Annual IU Audit, development of a strategic 3-year plan, the Medical Education Building (AHC), Leadership Recruitments, Biomedical Engineering in collaboration with Purdue, IUH Partnership and New Leadership at the IU Bloomington University (IU) and nursing challenges, and OR/Elective Surgeries (IUH).

October 19<sup>th</sup>, 2022 is slated to be the ground breaking ceremony of the IUSM Medical Education Building. Estimated building completion is set for November 2024 and open for use by 2026. At 11 stories tall, the first 3 stories will house IUSM medical student needs including classrooms, small learning communities, surgical skills lab, mini-simulation area, Oski suites, and anatomy labs. Levels 5-7 will be set aside for faculty offices and 8-10 will be flexible space for research activates.

Special Agenda Item: Dr. Yar (Sam) Yeap presented the IUSM Strategic Plan

Representing the IUSM 2023-2025 Strategic Plan, Dr. Sam Yeap outlined the 4 identified strategic plan priorities. In conjunction with Dean Hess and EADs, the key priorities were submitted that they would like to see addressed in the upcoming strategic planning. Today's presentation is to present the strategic plan and obtain feedback from the FSC. The current strategic plan from 2018-2022 is set to expire. Change of IUSM strategic plan to 3 years for the upcoming period is designed to allow us to align our strategic plan time line with that of IUH.

1. Foster the vitality and engagement of our people
  2. Maximize learner success
  3. Accelerate discovery and clinical translation
  4. Improve health and wellness for citizens of Indiana
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1. The first objective, to foster the vitality and engagement of our people centered on the following outcomes, to elevate IUSM reputation as the employer of choice, improve faculty / staff engagement, increase learner satisfaction, increase diversity and inclusiveness, and improve health of faculty, staff, and students.

#### FSC Discussion:

It was suggested that Synergy between hospital partners and the school to mitigate burnout. Consider enterprise alignment including what we value and establish the same metrics. Better understanding of what education or research buyout resources are available for individuals. Another metric one can measure include examination of retention rates as a metric of employee satisfaction. Consideration of compensatory support was raised; however, this can raise difficulties associated with equity throughout the organization. The question is how to establish ownership or 'buy in' from the IUSM faculty and nursing staff was raised. One suggestion is to provide competitive pay and equity is important to retention of faculty and staff across all campuses.

2. Maximizing learner success focuses on the following outcomes of on time graduation rates of learners that are well prepared for the next professional transition, academic outcome metrics that meet or exceed national benchmarks, minimize student debt relative to peer institutions, and increase the number of learners including underrepresented minorities in science and medicine.

#### FSC Discussion:

Important to establish equity and support for teaching and medical student education infrastructures throughout all campuses including all the regional campuses. Elaboration of the expansion of diversity within the different centers. Concerns regarding loss of encouragement of creative input in IUSM medical education, that occurred in order to streamline education and provide uniformity across the campuses were raised. Can developing pathways that encouragement of creative teaching can be considered and implemented into this strategic plan. Strategies to improve diversity can include the recruitment of alumni. Equity between graduate and medical students need to be considered.

3. Accelerate discovery and clinical translation by increased scientific impact and clinical translation, work towards the goal of being ranked in the top 25 nationally in NIH funding (Blue Ridge rankings), work towards increased funding in health equity and global health research, increase numbers of patients enrolled in clinical trials, and increase the number of IUSM faculty participation in national profession societies.

#### FSC Discussion:

Administration of all IU schools to consider having similar research goals that align with IUSM goals. The importance of research mentoring and support is important and should continue to be a focus of the IUSM strategic plan. How we can increase our research interactions between other universities located in Indiana and consider increasing support / facilitate industry collaboration.

4. Improve health and wellness for citizens of Indiana by working on improving community health in prioritized areas, focusing on eliminating health disparities in education, research, and clinical care missions, work towards creation of destination clinical services that align with research priorities, and promote principles of precision health integration into clinical care.

FSC Discussion:

It was noted that the cost of running a clinical trial at the IU hospitals is higher than in other places and reduces enthusiasm for industry collaborations. Looking into ways to influence this and place costs in line with other universities is encouraged. Including the Departments of Health in this action items would be beneficial to achieving this strategic goal.

The foundational operating principles of the strategic plan are to uphold the IUSM values of diversity, respect, excellence, integrity and cooperation, promotion of health, wellness and engagement, ensure everyone has clear roles, goals, and responsibilities, communicate clearly, regularly, and bidirectionally, and use data to make better decisions.

Special Agenda Item, Sacha Sharp, Diversity Council Presentation

Offer a justification to have the Diversity Council to be established as a standing Diversity Committee. Established in 2002-2003 to improve diversity and address diversity issues at IUSM. In 2020 and 2021 there were 3 task forces created to address some of the timely societal concerns within the university. Currently the structure is established with Dr. Sacha Sharp co-chairing the council with Dr. Gustavo A. Arrizabalage. The council meets as subcommittees that allows these small groups being able to address issues and develop strategic initiatives. The current charge was to impact diversity throughout the entire school. If transitioned to a standing committee, the council believes that it would be better able to establish more stability, bylaws, responsibilities and respond to taskforce initiatives.

A motion was raised to vote for the addition of the Diversity Committee to the FSC. A vote was taken and was approved 100% in favor for transitioning the Diversity Council to a Diversity Committee.

Meeting was adjourned by Christine Eckel at 1:22pm

Question and suggestions regarding the work of the FSC can be addressed to:  
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