

Carle Illinois
**COLLEGE OF
MEDICINE**



Carle Illinois
College of Medicine

STRATEGIC PLAN

2022 - 2027



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INTRODUCTION

The Carle Illinois College of Medicine is the first college of medicine in the world specifically designed at the intersection of engineering and medicine. A partnership between the University of Illinois Urbana-Champaign and The Carle Foundation, the college will integrate the university’s comprehensive expertise and unparalleled assets in engineering, technology and supercomputing with Carle’s nationally recognized, comprehensive healthcare system.

Our curriculum design is the first of its kind, integrating basic and clinical sciences with engineering and innovation, and medical humanities. With this approach, we will train compassionate, competent, curious and creative physician-innovators who will transform health care by inspiring discoveries and creating new industries. They will be empowered to care for patients and solve problems in fundamentally different ways, leading to better care for more people at a lower cost.



The Carle Illinois College of Medicine is uniquely positioned to transform health care delivery and outcomes for patients and the population at large. It furthers Carle's mission of serving people through high-quality care, medical research, and education, and allows the University of Illinois to offer a high-impact, academic-physician training program addressing society's current and future health needs. The college enables the university to realize its mission and goals of education and economic development far more effectively than it would be able to otherwise.

The strategic plan for the next 5 years was developed by the Carle Illinois College of Medicine to build on its strong foundations developed in the original strategic plan and create an engaging and impactful roadmap to take the college to the next level of impact and growth. It is informed and well aligned with the Association of American Medical Colleges' and the University of Illinois Urbana-Champaign's strategic goals which include fostering scholarship and diversity, discovery and innovation, providing transformative learning experiences, making a significant societal impact, and investing for the

future. The new strategic plan has been restructured to align with the college's values of compassion, competence, curiosity, creativity, collaboration, and diversity, to ensure programs are true to the mission and vision of the medical school as well as to create a format that all members of the college can feel a valuable part of that mission and vision promoting a culture of:

Community, Organization, & Global Impact

Innovation & Research

Medical Education &

Excellence

Diversity, Equity, & Inclusion



MISSION

We educate exceptional physician-innovators to deliver high-value, compassionate health care through transformative solutions developed at the intersection of engineering, science and medicine.

VISION

We will be global leaders in transformative medical education, research and clinical care innovation, designed to improve the health and well-being of patients and communities around the world.

VALUES

Compassion

Competence

Curiosity

Creativity

Collaboration

Diversity


OBJECTIVES & STRATEGY

The following objectives and strategy align to strengthen Carle Illinois College of Medicine's mission, vision, and values and to create a culture promoting:

1. Community, Organization, & Global Impact
2. Innovation & Research
3. Medical Education & Excellence
4. Diversity, Equity, & Inclusion

Objective 1: Community, Organization, & Global Impact

Over the next 5 years, Carle Illinois will develop a collaborative approach to improving the health and well-being of the local, regional, and global population by aligning research, education, and clinical care initiatives.



Additionally, we will create synergies between the college's research, education, and community outreach programs and goals, and the Carle Health mission of providing world-class care to enhance the health of the populations it serves.

Key objectives we will focus on over the next 5 years include:

- **Collaborate** and lead with community, social, educational, governmental, and non-governmental agencies to bridge the gap between medical, social, and structural determinants of health, and to reduce regional health care disparities.
- **Enhance** economic development and growth in our community, region, and state through our transformative educational programs, health innovation initiatives, and role in attracting and retaining exceptional students, residents and fellows, faculty and staff.
- **Develop** a sustainable financial model that allows the college to thrive in its mission

of education, research and innovation, and community service.

- **Improve** faculty engagement and development, enhancing collaborative interactions between the UIUC campus and the clinical enterprise across all missions of the college.
- **Strengthen** the reputation and awareness of our college, and its mission and vision.
- **Enhance** communication and transparency in messaging and updates.
- **Create** more equity and value for contributions to academic/educational missions.
- **Grow** social entrepreneurship and pathway programs that focus on community engagement as well as life-long learning opportunities.
- **Grow** our educational offerings to include international partnerships and new international programs.
- **Implement** new wellness and recognition programs for faculty, staff, and students to build community and work-satisfaction.



Objective 2: Innovation & Research

Establish an infrastructure that supports transformative research initiatives, leveraging engineering, sciences, humanities, and clinical expertise, which we can translate across the health care continuum, including needs of underserved populations and leveraging campus-wide humanities expertise.

Key objectives we will focus on over the next 5 years include:

- **Act** as a catalyst to facilitate basic, translational, and clinical research in collaboration with diverse disciplines and partner organizations. Close the gap between the basic and early translational research at UIUC and the clinical research at Carle including translating from pilot to practice.
- **Foster** creativity, connect students, faculty, residents, and fellows, and facilitate the translation of innovations from research, the curriculum, and design projects to improve

health care delivery, quality, and access, and to lower costs.

- **Optimize** the monetization of innovations, through the development of intellectual property and start-ups, and other entrepreneurial activities in partnership with UIUC and Carle.
- **Facilitate** and improve engagement with innovation opportunities for faculty, students, staff, other colleges, investors, companies, institutes, and community.



Objective 3: Medical Education & Excellence

Transform medical education through team-based, engineering-infused approaches to create compassionate physician-innovators who will improve outcomes across the healthcare continuum: preventive medicine, acute care, chronic disease management, rehabilitative medicine, and end of life care.

Our focus in this area for the Carle Illinois College of Medicine over the next five years will include the following areas:

- **Deliver** and continually improve a unique case-driven, problem-based active learning curriculum built from the ground up, utilizing best practices and effective state-of-the-art technology, focused on the intersection of science, engineering, technology, innovation, and humanistic medicine.

- **Leverage** strategic and corporate partnerships to enhance our innovative curriculum, learning opportunities, and other activities across the mission of the college.
- **Recruit** and graduate a cadre and network of diverse, highly specialized students who will meet the college's educational goals.
- **Achieve** and maintain full accreditation from the Liaison Committee on Medical Education and implement a rigorous self-assessment system to foster continuous quality improvement in student recruitment and education.
- **Support** and facilitate the growth and development of Carle Health Graduate Medical Education (GME) programs. Retain our students, residents, and fellows or recruit them back.



- **Implement** innovations in simulation, interprofessional team training, and skills development using high-fidelity mixed reality applications.
- **Grow** leadership training opportunities for faculty, residents, fellows, and students.
- **Implement** a strategic faculty recruiting plan.
- **Evolve** the curriculum towards competency-based advancement and graduation.
- **Develop** and expand dual degree programs, post-baccalaureate opportunities, as well as novel delivery and assessment methods and new funding opportunities through online programs and certificates.

- **Apply** more of our innovations and solutions to the clinic for safer care and improved outcomes and impact for patients as well as lowering cost burdens to society and health systems.
- **Create** more opportunities for students to participate and develop skills in population health and health system science including a development of a new health system leadership elective.
- **Advance** our quality improvement and patient safety processes using new human factors and systems engineering evaluations to improve efficiency and ergonomics.
- **Create** both traditional and unique departments that fit our curricular models and reporting structure (e.g. Department of Medical Innovation, Design and Entrepreneurship).



Objective 4: Diversity, Equity, & Inclusion

- **Develop** and promote a culture of diversity, equity, inclusion, anti-racism, and well-being that leads to a supportive environment for staff, faculty, and students.
- **Make** Carle Illinois a great place to learn and work.
- **Build** a culture together where we appreciate and acknowledge the exceptional efforts of our faculty, staff, and community at CI MED.
- **Formalize** the Diversity Committee as a Standing Committee identified in the faculty bylaws.
- **Enhance** diversity with recruitment and retention efforts as well as for advancement and promotion opportunities.
- **Grow** scholarship opportunities for medical students.
- **Reduce** bias in grading and assessments through improved education of faculty on topics of unconscious bias and microaggressions, as well as creating more objective criteria for assessments.
- **Promote** a healthy learning environment with focus on wellness and mental health.
- **Mitigate** entrance barriers for students underrepresented in medicine.

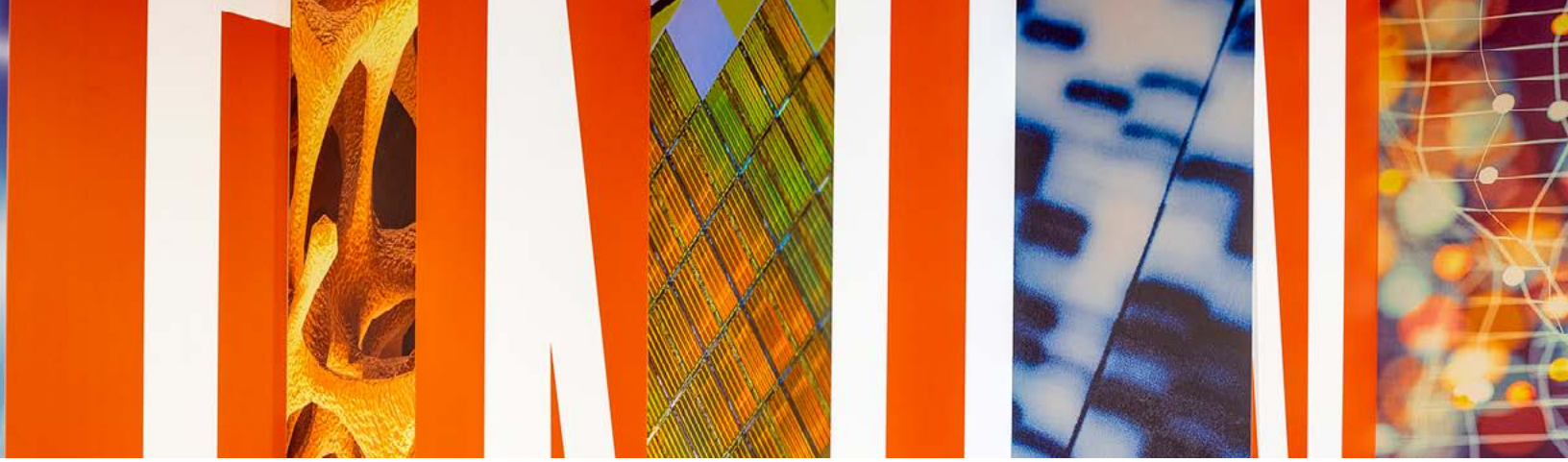


Financial Opportunities to Support the Academic Growth & Missions of the Carle Illinois College of Medicine

Maintain a sustainable financial model that allows for achieving the Carle Illinois College of Medicine's educational, research, innovation, and community-impact goals.

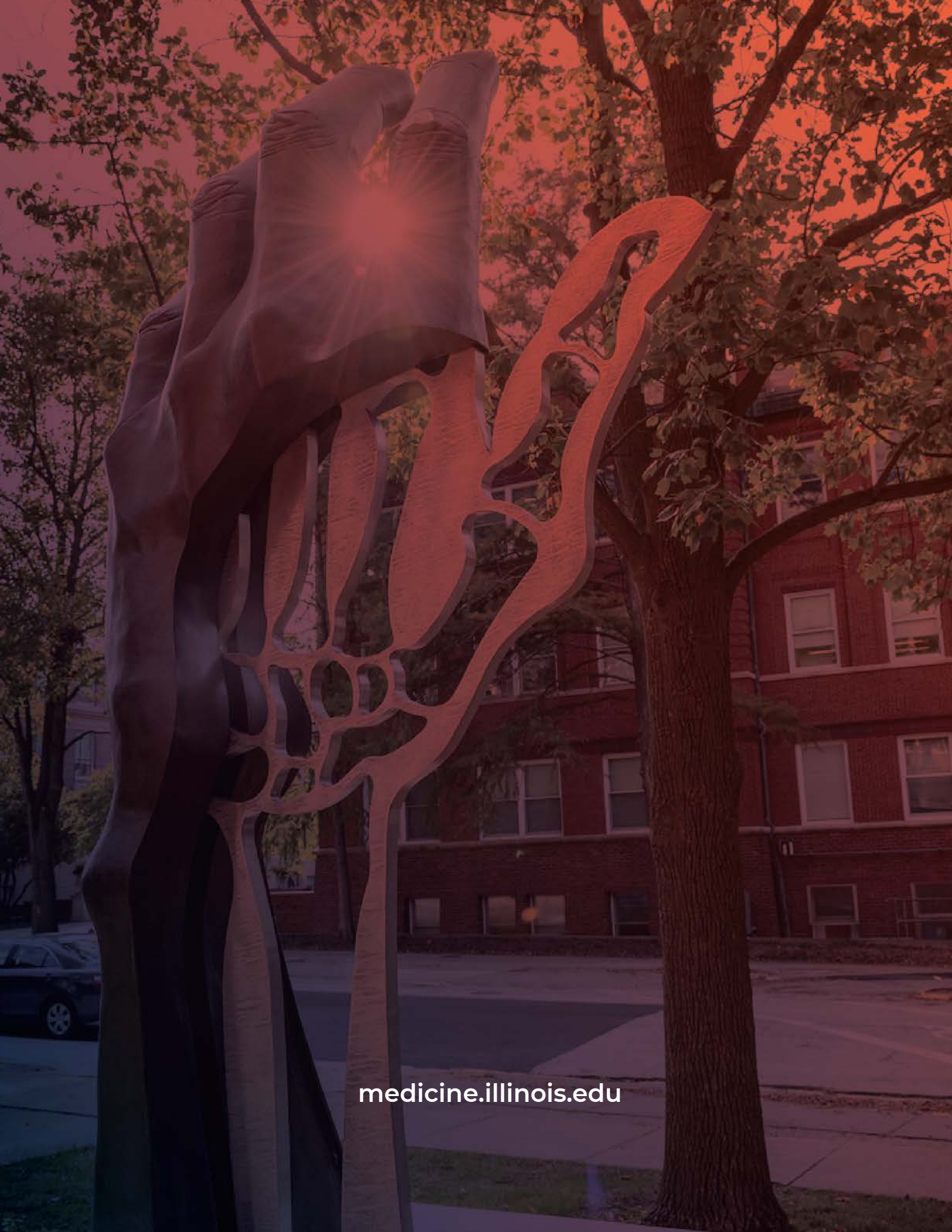
- **Improve** unit budget transparency and accountability processes with quarterly updates.
- **Increase** philanthropy and corporate funding to current centers/programs/scholarships as well as for creation of new centers and programs in the medical school.
- **Explore** funding opportunities from tuition through online programs and certificates, new post-baccalaureate programs, dual degree offerings and licensing curricular programs and certificates to international partners.

- **Align** our strategic plan with financial projections and current expenses to better prioritize efforts as well as predict expenses and growth strategy.
- **Explore** opportunities for state funding for Carle Illinois.
- **Establish** an advisory board comprised of external stakeholders, including community leaders, corporate executives, and philanthropists.
- **Create** a forward-thinking memorandum of understanding (MoU) for sustaining and growing the academic mission between the college of medicine, the provost and chancellor, and Carle Health.



- **Adapt** best practices from peer medical schools and review data available from AAMC and other sources to perform benchmarking as well as utilize AAMC resources and consultants to help align financial planning with mission prioritization and the college's growth strategy.





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