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## Proposal to the Senate Educational Policy Committee

**PROPOSAL TITLE:** Establish the Clinical Sciences Department and the Biomedical and Translational Sciences Department for the Carle Illinois College of Medicine

**SPONSORS:** Professor King Li, MD, MBA, Dean, Carle Illinois College of Medicine, 217-300-5700, kingli@illinois.edu

**COLLEGE CONTACT:** Professor Rashid Bashir, Executive Associate Dean and Chief Diversity Officer, Carle Illinois College of Medicine, 217-333-1867, rbashir@illinois.edu

### BRIEF DESCRIPTION:

As defined by its bylaws, the Carle Illinois College of Medicine (the College) seeks to establish two (2) initial departments of the college, each formed in accordance with the University Statutes. These are:

- The Clinical Sciences Department, composed primarily of clinical Faculty, which shall be responsible for all clinical aspects of the curriculum; and,
- The Biomedical and Translational Sciences Department, composed primarily of academic Faculty, which shall be responsible for the basic health sciences and engineering-based aspects of the curriculum.

Each department shall be governed in its internal administration and procedures according to its bylaws, which shall be established by the Faculty of the department, provided that the department bylaws do not conflict with the University Statutes or Bylaws.

Each department shall be organized with a head, appointed without specified term as per the University Statutes, by the University Board of Trustees on recommendation of the Chancellor/Vice President and the President after consultation with the Dean of the College and the members of the department Faculty (once established).

As required in Article VIII, Section 3 of the University Statutes, the formation of these departments is done with the advice of college faculty; a vote by secret, written ballot was opened on October 11, 2017 and finalized on October 18, 2017 and recorded in accordance with college bylaws (please see Appendix G).

**JUSTIFICATION:** *(Please provide a brief but complete rationale for your request.)*

There is no public research university in the country better positioned to leverage the convergence of engineering with medicine and be a leader in the transformation of health care research, education, practice and delivery than the University of Illinois at Urbana-Champaign. The Urbana-Champaign campus already has the assets, including one of the nation's top five engineering schools and the National Center for Supercomputing Applications. All of the top ten medical schools in the country already partner with our College of Engineering faculty members in joint research projects. Furthermore, medical delivery and innovation is increasingly dependent on the formation of interdisciplinary teams. The breadth and excellence of the campus provides an excellent opportunity for leveraging assets across the campus to further development and implementation of a program like this. In addition, the need for cross-disciplinary physician training has been emphasized by the Association of American Medical Colleges and the Howard Hughes Medical Institute, who have argued for transformative approaches to the education of future physicians that would better reflect and anticipate emerging technologies. Panelists at the 2012 First Institute of Electrical and Electronics Engineers Life Sciences Grand Challenges Conference, held at the National Academy of Sciences, emphasized the need for medical education to adapt to tomorrow's medicine, including increased attention to the quantitative sciences in physician training. These panels also argued for the need to prepare future physicians by leveraging closer collaborations between medical and engineering schools, and teaching physicians to adopt a systems view of the human body.

The creation of the College and MD degree program both have been approved, steps that were necessary in order to pursue and obtain preliminary accreditation from the Liaison Committee for Medical Education (LCME). LCME accreditation is needed in order for the College to begin to recruit students. As part of the structuring of the new College of Medicine, in accordance with its previously approved Bylaws, the College will have two initial departments, one comprised primarily of clinical Faculty who will deliver the clinical components of the college of medicine (COM) curriculum and one comprised primarily of academic Faculty who will deliver the basic health science and translational components of the COM curriculum.

Recognizing that there are differences in types of research, compensation structures, culture, and other factors between the private clinical institution (Carle) and the public land grant, mission-driven University (UIUC), the decision was made to form two departments that recognize and celebrate these differences while simultaneously leveraging the strengths of each entity. We believe that the formation of two departments provides optimal balance by eliminating silos while simultaneously recognizing and respecting the structural and organizational needs and practices of each partner. The Dean of the College is also the Chief Academic Officer for Carle and provides oversight for the

curriculum and the overall administrative structure and also serves as the nexus between Carle and UIUC.

The Department of Clinical Sciences will reduce or eliminate the barriers that can be found in existing medical schools, where departments that are typically organized by specialty areas, e.g. cardiology, radiology, etc. The future of medicine and healthcare delivery is dependent on teams of healthcare providers working together to deliver the highest quality healthcare and provide the best course of treatment from an integrated team point of view.

Similarly, the Department of Biomedical and Translational Sciences will serve to integrate faculty from the campus into one unit and further eliminate any silos between colleges.

The question of 'how faculty who are already appointed in the College would be appointed to which department' is an important one. We envision appointment in the departments will be done according to the following process:

- The Appointment, Promotions, and Tenure (APT) Committee will review the CVs of all faculty and recommend the primary appointment of each faculty in either of the two departments
- The APT Committee will consult with each faculty and consider their choice in the final appointment decision
- Typically, faculty who come from UIUC will become members of Biomedical and Translational Sciences Department, while clinicians from Carle and partnering hospitals will become faculty in the Clinical Sciences Department;
- However, we expect more cross appointments across these two departments, also to further breakdown the silos and the barriers across engineering, sciences, and medicine
- The appointments would be approved by the Dean of the College

**BUDGETARY AND STAFF IMPLICATIONS:** *(Please respond to each of the following questions.)*

1) Resources

- a. How does the unit intend to financially support this proposal?

Costs associated with the creation and operation of the departments were built into the pro forma budget by including the salaries of the Department Heads and additional staff. This budget was also provided to the LCME and no issues were identified in the preliminary report that was provided. In addition, consistent with LCME expectations, no individual source of funding will account for more than 50% of total College revenue. Please see attached 10-year pro forma budget summary (Appendix A).

- b. How will the unit create capacity or surplus to appropriately resource this program? If applicable, what functions or programs will the unit no longer support to create capacity?

The current 10-year pro forma builds in increased capacity for the planned increase in class size to 64 students per class at steady state. In addition, there are active, on-going fund-raising efforts to expand the research and educational infrastructure of the College which will directly translate to the operationalization of these departments.

The College of Medicine is a new unit and will therefore not need to consider what programs or functions it may no longer support to create capacity.

- c. Will the unit need to seek campus or other external resources? If so, please provide a summary of the sources and an indication of the approved support.

The Carle Illinois College of Medicine would like to reiterate its commitment to abide by the initial agreement and philosophy for the financing of the Carle Illinois College of Medicine operation via private and philanthropic sources, just as it is currently being financed by the funding from Carle, and that no new additional state funding would be requested or used for the launch, operation, or expansion of the College.

A summary of the sources and indication of the support is listed below;

- We have used the current funding from Carle to hire administrative staff, Associate Deans, the Dean, etc.
- The fundraising efforts for the College have increased since June 2017, concentrating on funding scholarships for the first class of 32 students; identifying additional high priority funding needs; developing lists of individual, foundation, and corporate prospects; and working with the campus on highlighting College of Medicine for the campus campaign, including the launch event on October 13, 2017.
- The College of Medicine is already collaborating and will continue to collaborate with faculty and colleges from across the entire University of Illinois at Urbana-Champaign campus. Memorandums of understanding are in place for the development and delivery of the curriculum. Existing funding is being used to pay faculty between 5-20% of Service in Excess for course development.
- The College of Engineering is committed to housing the College of Medicine's JUMP Simulation and Education Center in Everitt Laboratory; Everitt is also, the future home of the Department of Bioengineering. The funding to the JUMP Simulation and Education Center in Everitt Lab was provided by a donor to the Carle Illinois College of Medicine.
- The Medical Science Building (MSB) will be the home to the Carle Illinois College of Medicine in steady state. MSB, which was built in 1975, is in need of renovations. No new state funds are allocated for these renovations: \$14.75M of the projects are being paid through existing College of Medicine funding sources. Another \$3.9M will come from Campus

Institutional Funds to upgrade the building’s elevators and address other deferred maintenance items.

- While MSB is under renovation, the College of Engineering has agreed to allow the College of Medicine to use Everitt Laboratory for the curriculum delivery to the 32 medical students in the first year. The configuration of Everitt is ideally suited to deliver the planned medical curriculum in this first year and will have no impact on the bioengineering department.
  - Please note that funding indicated in the letter of support for the University Library is the funding that was already being spent on the University of Illinois College of Medicine (UICOM) at Urbana regional site; this will be reallocated to the Carle Illinois College of Medicine (CICOM). As per the agreement at the time of the approval of the CICOM, no new state funding would be used for the Carle Illinois College of Medicine.
- d. Please provide a letter of acknowledgment from the college that outlines the financial arrangements for the proposed program.

Please see Appendix B.

## 2) Resource Implications

- a. Please address the impact on faculty resources including the changes in numbers of faculty, class size, teaching loads, student-faculty ratios, etc.

After careful review of other MD degree programs from peer institutions and of the growing trend towards active, small group case-based and problem-based learning approaches, it has been decided to deliver a four-year degree program and start with an initial class of 32 students (four small groups of eight students each) with a ramp up to 64 students per year in the steady state.

Teaching loads are expected to conform to those expected from faculty and instructors on the University of Illinois at Urbana-Champaign campus and will be aligned with the distinct active-learning, problem-based curriculum of the college. Estimates of these faculty numbers are consistent with that of peer institutions.

The number of students, faculty FTE, and student to faculty ratio are summarized in the table below (please refer to Appendix C for the additional details).

	2018	2019	2020	2021	2022
Students in Year 1	32	32	40	40	64
Total Students in College	32	64	104	144	176
Faculty FTE	8	13.5	17.1	21.3	28.3
Student/Faculty FTE ratio	4:1	4.7:1	6.1:1	6.8:1	6.2:1

Additionally, please note that there are currently 120 faculty with 0% faculty appointments in the Carle Illinois College of Medicine. Of these,

- 56 faculty members are from the University of Illinois at Urbana-Champaign (UIUC) campus, 63 are from Carle, and one (1) is from Christie Clinic.
- Of the 120 faculty, 72 faculty are working on curriculum development activities and have also been named as course directors or associate course directors. Of these, 40 faculty are from UIUC and 32 are from Carle. Beginning in June 2017, these course and associate course directors started receiving compensation between 5-20% service in excess.
- While there are no new faculty lines in the College, we are benefiting greatly from the enthusiasm of the faculty across UIUC and Carle for the curriculum development and launch of the College. In addition to course development, faculty are providing services on committees and other tasks at their own will, and as a service to the campus and the College. We are very thankful to the great campus wide support and enthusiasm for our college.
- Over time, it is anticipated that as we raise endowment via philanthropic sources, we will establish faculty lines that are privately funded.

#### Implementation:

Phase I: In January 2017, all University of Illinois at Urbana-Champaign faculty members were contacted and invited to submit notices of interest in participating in the development of the initial courses for the College. Carle Physicians received similar invitations. All responders were asked to indicate in which of three major domains (basic health sciences, engineering or clinical sciences) they could best contribute. These initial responses determined the course (or courses) to which respondents were assigned. In the absence of departments, each participant became a faculty member of the College. Once created, faculty will become members of either the Biomedical and Translational Sciences Department or the Clinical Sciences Department.

Phase II: Once the departments have been created, these guidelines will continue to be followed to determine the home department for each faculty member. Faculty rank, however, will be determined by department specific appointment, promotion, and tenure guidelines.

- b. Please address the impact on course enrollment in other units and provide an explanation of discussions with representatives of those units.

The Carle Illinois College of Medicine is a new, independent college that will deliver its own curriculum. As such, no negative impact on course enrollment or curricula in other units is anticipated (please see Appendix H for letters of support).

- c. Please address the impact on the University Library

The LCME requires library resources and services to support medical education be provided. A letter from the dean of the University Library is attached that describes how this will be resourced. (Please see Appendix D)

- d. Please address the impact on technology and space (e.g. computer use, laboratory use, equipment, etc.)

Ultimately, at steady state the College will have three main points of operation for its students:

- **Medical Sciences Building (MSB).** MSB will serve as a portal to the basic health sciences. Additionally, MSB will house multiple small group “team rooms” the learning resource center, the student lounge, the anatomy lab, offices for the facilitators, and the dean’s administrative offices.
- **Everitt Laboratory.** Everitt Lab will house the College of Medicine’s state-of-the-art simulation laboratory. Located in the basement of Everitt, the \$10 million simulation lab, which was paid for through a donor gift, is considered a College of Medicine facility.
- **Carle.** Carle’s clinical network (hospital and regional clinics) will serve as the key portal to the clinical world and is where most clinical rotations will occur. Over time, additional partnerships with local or regional healthcare systems are anticipated that will enhance the depth and breadth of our College and the clinical expertise for the betterment of our students.

As the Carle Illinois College of Medicine ramps up its operations, the University of Illinois-Chicago College of Medicine’s regional campus in Urbana is ramping down its operations. A three-phase renovation plan that includes significant capital and IT infrastructure resources is in place that allows for significant upgrades to the MSB. These efforts have been supported by active partners from campus, including the CIO office, the University Library, and Facilities and Services. Renovations to MSB are planned that will allow the college to transition into MSB while still accommodating the needs of the UICOM Urbana regional campus. As mentioned above, during this transition and at all times, no new state funding will be used towards the operation, launch and expansion. To affect this transition the following phased approach will be used to accommodate the College’s students, faculty and staff:

Phase I – 2018-19. Student team and lecture rooms, facilitators, course directors and librarians will be housed at Everitt Lab. Medical simulation activities will take place in the simulation lab, located in the basement of Everitt, Administrative offices will be located in the Illini Union Bookstore building.

Clinical activities will occur in Carle facilities, Carle-affiliated facilities, or other partner facilities.

Phase II – 2019 -2020. Student team and lecture rooms, facilitators, course directors and librarians will be housed at MSB. Administrative offices will be located in the Illini Union Bookstore building. Clinical activities will continue to occur in Carle, Carle-affiliated facilities, or other partner facilities.

Phase III – 2020 onward. MSB will serve as a portal to the basic health sciences. It will house multiple small group “team rooms” the learning resource center<sup>1</sup>, the student lounge, the anatomy lab, offices for the facilitators, and the dean’s administrative offices. Medical simulation activities will continue to occur in the JUMP Simulation Center housed in the basement of Everitt Lab. Clinical activities will continue to occur in Carle, Carle-affiliated facilities, or other partner facilities.

For new degree programs only:

- 3) Briefly describe how this program will support the University’s mission, focus, and/or current priorities. Include specific objectives and measurable outcomes that demonstrate the program’s consistency with and centrality to that mission.

This proposal deals only with the creation of departments. This question was addressed in the proposal to establish the Doctor of Medicine Professional Degree Program (MD) (EP.17.13.Final) which was approved by the Senate on September 19, 2016.

- 4) Please provide an analysis of the market demand for this degree program. What market indicators are driving this proposal? What type of employment outlook should these graduates expect? What resources will be provided to assist students with job placement?

This proposal deals only with the creation of departments. This question was addressed in EP.17.13.Final.

- 5) If this is a proposed graduate program, please discuss the programs intended use of waivers. If the program is dependent on waivers, how will the unit compensate for lost tuition revenue?

The MD Program approved in EP.17.13 is self-supporting. There will not be Graduate College or BOT waivers for students in the program.

**DESIRED EFFECTIVE DATE:** *(Proposals may not be implemented until they go through all necessary levels of approval. The Provost’s office will inform the*

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<sup>1</sup> While the learning resource center will house a small, curated collection of hard-bound, non-circulating reference materials, the majority of acquisitions will be in electronic format. Any other materials will be housed in the Grainger Library.



*sponsors in writing when they may implement their proposal. Proposed changes may not be publicized as final on any web sites, printed documents, etc. until written confirmation of final approval is issued.)*

As soon as possible, but no later than June 2018.

**STATEMENT FOR PROGRAMS OF STUDY CATALOG:** *(All proposals must include either a new or revised version of the entry in the Programs of Study Catalog, if applicable. Entries will be published as approved by the Senate. Future changes in the statement for Programs of Study Catalog which reflect changes in the curriculum, must go through the normal review process at the appropriate levels.)*

This information was provided in EP.17.13.Final.

**CLEARANCES:**

Signatures:

\_\_\_\_\_  
Unit Representative:

\_\_\_\_\_  
Date:

\_\_\_\_\_  
College Representative:

\_\_\_\_\_  
January 11, 2018  
Date:

\_\_\_\_\_  
Graduate College Representative:

\_\_\_\_\_  
Date:

\_\_\_\_\_  
Council on Teacher Education Representative:

\_\_\_\_\_  
Date:



	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	TOTAL
	4/1/14 - 6/30/15	7/1/15 - 6/30/16	7/1/16 - 6/30/17	7/1/17 - 6/30/18	7/1/18 - 6/30/19	7/1/19 - 6/30/20	7/1/20 - 6/30/21	7/1/21 - 6/30/22	7/1/22 - 6/30/23	7/1/23 - 6/30/24	7/1/24 - 6/30/25	
<b>Income Statement (Page 2 of 2)</b>												
<b>Facilities &amp; Equipment</b>	\$ -	\$ -	\$ -	\$ 416,160	\$ 1,174,483	\$ 1,432,973	\$ 1,662,032	\$ 1,670,865	\$ 1,679,874	\$ 1,689,064	\$ 1,698,457	\$ 11,423,908
<b>Capital Expenditures</b>	\$ -	\$ 2,000,000	\$ 3,230,000	\$ 19,075,000	\$ 2,550,000	\$ 1,050,000	\$ 1,050,000	\$ 1,000,000	\$ 1,010,000	\$ 1,020,200	\$ 1,030,604	\$ 33,015,804
Facility Costs to Upgrade Existing Building(s)*	\$ -	\$ -	\$ 1,230,000	\$ 11,750,000	\$ 2,000,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 16,480,000
Lease expenses - Carle Forum	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 1,500,000
JUMP Simulation Center	\$ -	\$ 2,000,000	\$ 2,000,000	\$ 6,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000,000
Capital Equipment IT/Media JUMP Sim Center	\$ -	\$ -	\$ -	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 400,000
Capital Equipment IT/Media Classrooms - MSB	\$ -	\$ -	\$ -	\$ 700,000	\$ 550,000	\$ 550,000	\$ 550,000	\$ 500,000	\$ 510,000	\$ 520,200	\$ 530,604	\$ 4,410,804
Renovation Costs - IUB	\$ -	\$ -	\$ -	\$ 225,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 225,000
<b>Carle Quasi-Endowment</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000,000	\$ 10,000,000	\$ 10,000,000	\$ 25,000,000
<b>Not Recorded Expenses</b>			\$ 488,555	\$ 6,008,733	\$ 9,692,973	\$ 10,161,830	\$ 10,653,186	\$ 11,307,072	\$ 11,679,129	\$ 12,065,589	\$ 12,467,255	\$ 84,524,321
Facility Startup Funding	\$ -	\$ -	\$ 1,785,000	\$ 1,820,700	\$ 1,857,114	\$ 1,894,256	\$ 1,932,141	\$ 1,970,784	\$ 2,010,200	\$ 2,050,404	\$ 2,050,404	\$ 15,320,600
MSB Renovation Paid by Campus	\$ -	\$ -	\$ 3,900,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,900,000
Annual Rent Equivalent Value MSB	\$ -	\$ -	\$ -	\$ 2,242,478	\$ 2,287,328	\$ 2,333,074	\$ 2,379,736	\$ 2,427,330	\$ 2,475,877	\$ 2,525,395	\$ 2,525,395	\$ 16,671,218
Annual Rent Equivalent Value JUMP Simulation Center	\$ -	\$ -	\$ -	\$ 301,716	\$ 307,750	\$ 313,905	\$ 320,183	\$ 326,587	\$ 333,119	\$ 339,781	\$ 339,781	\$ 2,243,042
Annual Rent Equivalent Value IUB	\$ 64,000	\$ 130,560	\$ 133,171	\$ 135,835	\$ 138,551	\$ 141,322	\$ 144,149	\$ 147,032	\$ 149,972	\$ 149,972	\$ 149,972	\$ 1,184,592
Faculty Salaries	\$ 317,170	\$ 83,640	\$ 85,313	\$ 87,019	\$ 88,759	\$ 90,535	\$ 92,345	\$ 94,192	\$ 96,076	\$ 96,076	\$ 96,076	\$ 1,035,050
Faculty Benefits	\$ 107,385	\$ 109,533	\$ 111,723	\$ 113,958	\$ 116,237	\$ 118,562	\$ 120,933	\$ 123,352	\$ 125,819	\$ 125,819	\$ 125,819	\$ 1,047,500
Resident Salaries	\$ -	\$ -	\$ 4,052,766	\$ 4,356,817	\$ 4,677,589	\$ 5,128,603	\$ 5,349,497	\$ 5,580,455	\$ 5,822,095	\$ 5,822,095	\$ 5,822,095	\$ 34,967,823
Resident Benefits	\$ -	\$ -	\$ 945,105	\$ 1,016,010	\$ 1,090,814	\$ 1,195,990	\$ 1,247,503	\$ 1,301,362	\$ 1,357,713	\$ 1,357,713	\$ 1,357,713	\$ 8,154,496
<b>TOTAL OPERATING EXPENSES</b>	\$ -	\$ 2,197,166	\$ 7,901,734	\$ 36,202,033	\$ 24,771,989	\$ 24,827,285	\$ 25,522,258	\$ 26,526,709	\$ 32,056,558	\$ 38,702,886	\$ 39,754,824	\$ 258,463,442
<b>PRIOR YEAR ADJUSTMENT SURPLUS (DEFICIT)</b>		\$ -	\$ 9,861,204	\$ 15,755,215	\$ 2,851,915	\$ 1,010,149	\$ 1,858,368	\$ 5,134,860	\$ 10,368,986	\$ 12,828,579	\$ 10,856,737	
<b>NET OPERATING INCOME (DEFICIT)</b>	\$ -	\$ 9,861,204	\$ 15,755,215	\$ 2,851,915	\$ 1,010,149	\$ 1,858,368	\$ 5,134,860	\$ 10,368,986	\$ 12,828,579	\$ 10,856,737	\$ 9,512,657	
<b>Important Ratios</b>												
Student Tuition as a Percentage of Total Revenue		0%	0%	0%	5%	9%	13%	17%	21%	24%	26%	

## Appendix B: Letter of Acknowledgment Outlining Financial Arrangements

UNIVERSITY OF ILLINOIS  
AT URBANA-CHAMPAIGN

CARLE ILLINOIS COLLEGE OF MEDICINE  
320 Illini Union Bookstore, MC 325  
807 S. Wright Street  
Champaign, Illinois 61820



January 8, 2018

Gay Miller  
Chair, Educational Policy Committee  
Office of the Senate  
228 English Building / MC-461

Dear Professor Miller,

I am writing to provide the Educational Policy Committee with information regarding financial arrangements related to the proposed Department of Biomedical and Translational Sciences and Department of Clinical Sciences within the Carle Illinois College of Medicine (CICOM).

The business plan developed for CICOM includes a ten-year financial pro forma that reflects the costs related to the creation and operation of the two academic departments as part of CICOM's overall cost structure. CICOM was created with the understanding that no new state appropriations would be sought for operating the College, nor would existing appropriations be diverted from other units on campus.

Operating costs associated with the two academic departments are available within the overall CICOM budget. Three sources provide the majority of the College's operating and capital funding needs: 1) Annual support from The Carle Foundation as outlined in the August 2015 Affiliation Agreement between Carle and the University; 2) Revenue from fundraising activities of both the University and Carle on behalf of the College. Philanthropic revenue will include funding from an endowment to support College operations and from current use gifts; and 3) Professional student tuition revenue. The tuition component of the budget is initially small but grows over time as enrollment increases with the admission of additional student cohorts.

The creation of the two academic departments is an important and planned step in CICOM's development. Sufficient funding for the departments and the College as a whole has been identified in the financial plan supporting the College's creation and is reflected in the Data Collection Instrument submitted to the LCME in support of the College's preliminary accreditation. Please feel free to contact me if you have any questions related to this matter.

Sincerely,

A handwritten signature in black ink that reads 'King Li'.

King Li

Dean, Carle Illinois College of Medicine and  
Chief Academic Officer, Carle Health System

## **Appendix C: Student Numbers and Faculty FTE**

The number of students planned for each of the first two (2) years is based on creation of four small teams of eight students for case-based learning. This is ramped up to 40 students (five teams of eight students) for each of the following two cohorts, and then increased to a steady state of sixty-four students (eight teams of eight students) for each subsequent cohort.

The resulting faculty FTE required to deliver the curriculum was then estimated based on the method of delivery for various components of the curriculum. Estimates of faculty FTE and student to faculty FTE ratio are provided on the next page. These estimates do not include time to be contributed by volunteer clinical faculty. The latter are expected to easily include more than 100 individuals.

# FTE Planning

	2018	2019	2020	2021	2022
Yr 1	32 students	32 students	40 students	40 students	64 students
Yr 2		32 students	32 students	40 students	40 students
Yr 3			32 students	32 students	40 students
Yr 4				32 students	32 students
<b>Total students</b>	<b>32</b>	<b>64</b>	<b>104</b>	<b>144</b>	<b>176</b>
	<ul style="list-style-type: none"> <li>Yr. 1: 32 students</li> <li>• 4 FTE Facilitators</li> <li>• 2 FTE Sci/Engr Faculty</li> <li>• 2 FTE Clinical Faculty</li> <li>• 1 technical Lab staff</li> </ul>	<ul style="list-style-type: none"> <li>Yr. 1: 32 students</li> <li>• 4 FTE Facilitators</li> <li>• 2 FTE Sci/Engr Faculty</li> <li>• 2 FTE Clinical Faculty</li> <li>• 1 technical Lab staff</li> </ul>	<ul style="list-style-type: none"> <li>Yr. 1: 40 students</li> <li>• 5 FTE Facilitators</li> <li>• 2 FTE Sci/Engr Faculty</li> <li>• 2 FTE Clinical Faculty</li> <li>• 1 technical Lab staff</li> </ul>	<ul style="list-style-type: none"> <li>Yr. 1: 40 students</li> <li>• 5 FTE Facilitators</li> <li>• 2 FTE Sci/Engr Faculty</li> <li>• 2 FTE Clinical Faculty</li> <li>• 1 technical Lab staff</li> </ul>	<ul style="list-style-type: none"> <li>Yr. 1: 64 students</li> <li>• 8 FTE Facilitators</li> <li>• 4 FTE Sci/Engr Faculty</li> <li>• 4 FTE Clinical Faculty</li> <li>• 2 technical Lab staff</li> </ul>
		<ul style="list-style-type: none"> <li>Yr. 2: 32 students</li> <li>• 1 FTE Facilitators</li> <li>• 3 FTE Sci/Engr Faculty</li> <li>• 1.5 FTE Clinical Faculty</li> <li>• 0.5 technical lab staff</li> </ul>	<ul style="list-style-type: none"> <li>Yr. 2: 32 students</li> <li>• 3 FTE Facilitators</li> <li>• 3 FTE Sci/Engr Faculty</li> <li>• 1.5 FTE Clinical Faculty</li> <li>• 0.5 technical lab staff</li> </ul>	<ul style="list-style-type: none"> <li>Yr. 2: 40 students</li> <li>• 1 FTE Facilitators</li> <li>• 3 FTE Sci/Engr Faculty</li> <li>• 1.5 FTE Clinical Faculty</li> <li>• 0.5 technical lab staff</li> </ul>	<ul style="list-style-type: none"> <li>Yr. 2: 40 students</li> <li>• 1 FTE Facilitators</li> <li>• 3 FTE Sci/Engr Faculty</li> <li>• 1.5 FTE Clinical Faculty</li> <li>• 0.5 technical lab staff</li> </ul>
			<ul style="list-style-type: none"> <li>Yr. 3: 32 students</li> <li>• 2 FTE Sci/Engr Faculty</li> <li>• 0.6 FTE Clinical Faculty</li> </ul>	<ul style="list-style-type: none"> <li>Yr. 3: 32 students</li> <li>• 2 FTE Sci/Engr Faculty</li> <li>• 0.6 FTE Clinical Faculty</li> </ul>	<ul style="list-style-type: none"> <li>Yr. 3: 40 students</li> <li>• 2 FTE Sci/Engr Faculty</li> <li>• 0.6 FTE Clinical Faculty</li> </ul>
				<ul style="list-style-type: none"> <li>Yr. 4: 32 students</li> <li>• 4 FTE Sci/Engr Faculty</li> <li>• 0.2 FTE Clinical Faculty</li> </ul>	<ul style="list-style-type: none"> <li>Yr. 4: 32 students</li> <li>• 4 FTE Sci/Engr Faculty</li> <li>• 0.2 FTE Clinical Faculty</li> </ul>
<b>Total Faculty</b>	<ul style="list-style-type: none"> <li>• 4 FTE Facilitators</li> <li>• 2 FTE Sci/Engr Faculty</li> <li>• 2 FTE Clinical Faculty</li> <li>• 1 technical lab staff</li> </ul>	<ul style="list-style-type: none"> <li>• 5 FTE Facilitators</li> <li>• 5 FTE Sci/Engr Faculty</li> <li>• 3.5 FTE Clinical Faculty</li> <li>• 1.5 technical lab staff</li> </ul>	<ul style="list-style-type: none"> <li>• 6 FTE Facilitators</li> <li>• 7 FTE Sci/Engr Faculty</li> <li>• 4.1 FTE Clinical Faculty</li> <li>• 1.5 technical Lab staff</li> </ul>	<ul style="list-style-type: none"> <li>• 6 FTE Facilitators</li> <li>• 11 FTE Sci/Engr Faculty</li> <li>• 4.3 FTE Clinical Faculty</li> <li>• 1.5 technical Lab staff</li> </ul>	<ul style="list-style-type: none"> <li>• 9 FTE Facilitators</li> <li>• 13 FTE Sci/Engr Faculty</li> <li>• 6.3 FTE Clinical Faculty</li> <li>• 2.5 technical Lab staff</li> </ul>
<b>Total Faculty FTE</b>	8 Faculty FTE	13.5 Faculty FTE	17.1 Faculty FTE	21.3 Faculty FTE	28.3 Faculty FTE
<b>Student/Faculty FTE Ratio</b>	4:1	4.7:1	6.1:1	6.8:1	6.2:1

## Appendix D: Letter of Support - Dean of University Library

UNIVERSITY OF ILLINOIS  
AT URBANA-CHAMPAIGN

University Library  
Office of University Librarian  
and Dean of Libraries  
230 Main Library, MC-522  
1408 West Gregory Drive  
Urbana, IL 61801



January 5, 2018

Rashid Bashir  
Executive Vice Dean Carle Illinois College of Medicine  
M/C 278

Dear Prof. Bashir:

This week, the University Library received the College of Medicine's proposal to establish the Biomedical Sciences and Translational Sciences Department and the Clinical Sciences Department for the Carle Illinois College of Medicine.

As you know, members of the University Library have been engaged throughout the process of establishing the new college, and we have been pleased to see the University Library invited to participate in such substantive ways. Our participation has resulted in a greater confidence that the resources budgeted in the planning process for library support will be sufficient. These include:

- \$90,000 Medical Librarian salary (projected start in Spring 2018)
- \$40,000 Support personnel (projected to start in summer 2018)
- \$500,000 One-time for acquisitions (for FY19)
- \$75,000 Recurring annually for acquisitions (starting in FY18)
- \$425,000 Recurring annually for acquisitions (starting in FY19)

The availability of these resources will ensure that necessary library materials and support services are available by the time the inaugural class begins its activities. Given the figures provided in the initial estimates and sufficient support in corresponding programs, the University Library can establish a comprehensive set of research library services for the College; they will also provide the foundation necessary for us to cooperatively assess the ongoing needs of what is envisioned as being a unique and leading medical college in the coming years.

The plans to support the College's library needs are creative and well suited to a modern college of medicine. They build on our current outstanding University Library collections and services as well as on the resources for which the College has budgeted. We are confident that we will be able to create first-class research library services for the College. Those services will also provide the foundation necessary for the University to assess the ongoing needs of what will surely be a leading medical college.

*telephone 217-333-0790 • fax 217-244-4358*



CoM  
Page 2  
January 5, 2018

If additional services or materials are required as the program develops, we will be happy to work with the College's leadership and campus administration to plan around those requirements.

Sincerely,

A handwritten signature in black ink that reads "W Mischo". The signature is written in a cursive style with a large initial "W" and a stylized "Mischo".

William Mischo  
Acting Dean of Libraries and University Librarian  
Head, Grainger Engineering Library Information Center  
Berthold Family Professor in Information Access and Discovery

e-c: Margaret (Peg) Burnette  
Meredith Minehart  
Thomas Teper

## **Appendix E.1**

### **Biomedical and Translational Sciences Department Mission Statement**

We train outstanding physician-innovators in the foundations and state of the art advances in Biomedical and Translational Sciences to advance the overall mission of the Carle Illinois College of Medicine.

### **Biomedical and Translational Sciences Department Vision Statement**

We will be the world leading biomedical and translational sciences department in a college of medicine to perform cutting edge research, educational innovations, and high impact services to transform healthcare delivery for patients around the world.

## **Appendix E.2: Biomedical and Translational Sciences Department Head Job Description**

### **Department Head Carle Illinois College of Medicine University of Illinois at Urbana-Champaign**

The University of Illinois at Urbana-Champaign (Illinois) and Carle Health System (Carle) have embarked on an exciting endeavor by creating the Carle Illinois College of Medicine – the nation’s first engineering-based college of medicine. The curriculum of the Carle Illinois College of Medicine includes elements from three domains: biomedical sciences, engineering, and clinical experience. Delivery of the curriculum engages principles of case-driven, problem-based, active learning, with certain common threads throughout the pre-clerkship and clerkship periods. The Carle Illinois College of Medicine seeks a Head of Biomedical and Translational Sciences to serve as the principal administrative unit executive officer, leading this unit as an academic department within the college.

This is an exceptional opportunity for a highly motivated candidate to join an enthusiastically engaged, multi-disciplinary group of academic scholars, health care professionals, and specialists in medical education at the intersection of engineering, biological, and clinical sciences. This is a full-time, benefits eligible position. Salary will be commensurate with experience and qualifications. The start date will be as soon as possible after the close of the search.

#### **Responsibilities include:**

- Collaborate with other members of the college senior leadership team to recommend, establish and implement policies appropriate to a new area within the University’s organization.
- Foster diversity in the faculty, staff, and student ranks; support and encourage positive inter-professional relationships bridging the college’s private/public organization and its missions.
- Oversee the delivery the curriculum as approved by the College’s Curriculum Committee.
- Work with departmental leadership and the Associate Dean for Academic Affairs related to the curriculum.
- Foster positive inter-personnel relationships among physicians and physician educators and their support staff (i.e., nurses, aids, therapists and others) and University faculty and their support staff (i.e., academic and civil service employees).
- In consultation with the college’s senior leadership team and others involved in the engineering-based medical curriculum planning, establish a comprehensive recruitment and retention plan for high quality faculty and departmental staff; recommend initial faculty and physician educator hires for delivery of the M.D. curriculum.
- Recommend departmental organizational structure; lead the faculty in development of bylaws, policies, and procedures that will align with classification as a department, including provisions for shared governance where applicable.
- Work with faculty and Carle Illinois College of Medicine Course Directors and Assistant Course Directors to further develop and maintain an engineering-based medical curriculum emphasizing inter-professional collaboration, achievement of clinical competencies, and incorporation of innovative concepts in health care and wellness.
- Uphold compliance with Liaison Committee on Medical Education (LCME) accreditation standards and other designated professional standards.
- Collaborate with the Associate Dean for Finance and Administration and the Associate Dean for Academic Affairs on issues related to planning and budgeting for the area.
- Provide leadership, direction, and oversight of faculty processes related to recruitment, appointment, retention, evaluation for promotion (and tenure if applicable), professional development, leaves, faculty awards and recognition.

- Oversee mentoring of faculty to facilitate their understanding of students' progress and anticipated knowledge base in a novel engineering-based curriculum key to optimal learning at each point of clinical involvement.
- In consultation with the Associate Dean for Academic Affairs, create and implement assessment/evaluation processes designed to inform the quality and outcomes of the integrated biomedical, engineering, and clinical curriculum, including curriculum and its delivery, student welfare within the curriculum, faculty effectiveness, and related areas of research.
- Work with faculty, department heads, and others to further develop and refine the medical curriculum that is fused to engineering, emphasizing inter-professional collaboration, achievement of clinical competencies, and incorporation of innovative concepts in health care and wellness.
- Engage the faculty in discussions challenging curriculum and its delivery previously considered standard in medical education; encourage interdisciplinary collaboration to create more valuable clinical experiences wherever possible and engage in active commitment to a culture of transparent decision-making, professional accountability and shared successes.
- Engage in active commitment to a culture of transparent decision-making, professional accountability and shared success.
- Nurture faculty development in instruction, research, scholarly activity, service, and advising across all ranks.
- Provide annual faculty evaluations, engage in mutual goal setting and support the policies and procedures related to promotion in and across ranks, including evaluation for indefinite tenure when applicable.
- Oversee professional development and annual evaluation and goal setting for departmental staff in employment classifications other than tenure system and non-tenure system faculty.

### **Required Qualifications:**

- M.D., D.O., or Ph.D. degree or equivalent in a discipline related to the Carle Illinois College of Medicine.
- A strong personal commitment to integrity as well as to the ethical values and professional responsibilities associated with medical education incorporating biomedical sciences, engineering, and clinical science concepts including robust technology and data, and clinical competencies.
- Must have a record of highly ethical conduct, a sense of respect for confidentiality, and a high level of professionalism and collegiality.
- Must demonstrate potential for outstanding research and teaching
- The knowledge, skills and abilities to lead an academic biomedical and translational sciences department.
- Ability to develop and implement collegial collaborative partnerships with faculty across disciplines and medical professionals engaged in clinical practice and service to educate medical students.

The University of Illinois conducts criminal background checks on all job candidates upon acceptance of a contingent offer.

The University of Illinois is an Equal Opportunity, Affirmative Action employer. Minorities, women, veterans and individuals with disabilities are encouraged to apply. For more information, visit <http://go.illinois.edu/EEO>. To learn more about the University's commitment to diversity, please visit <http://www.inclusiveillinois.illinois.edu>

**Appendix E.3: Biomedical and Translational Sciences Department Draft Bylaws**

BYLAWS FOR THE  
DEPARTMENT OF BIOMEDICAL AND TRANSLATIONAL SCIENCES

PREAMBLE

These Bylaws are intended to operate within the framework of the University of Illinois Statutes, which states that the college shall be governed in its internal administration by its faculty. They supplement the College Bylaws, official Provost Office Communications, and the University Statutes which take precedence should any conflict arise.

ARTICLE I. ORGANIZATION

Section A. The Department of Biomedical and Translational Sciences (BST) shall be organized with a Head who is appointed by the Dean of the College in accordance with the Statutes. Appointment is contingent upon approval by the Board of Trustees.

Section B. The Department Head.

1. The Head is the chief executive officer of the Department and is responsible for its administration.
2. In the discharge of his/her duties, the Head of the Department shall:
  - a. Be responsible for the execution of Departmental, College and University policies and shall provide general direction to Departmental activities.
  - b. Consult with the Departmental Executive Committee in the formulation of Departmental policies.
  - c. Regularly call meetings of the Departmental faculty for explanation and discussion of policies and programs related to the education, research, service, and public outreach missions of the Department, College, and University.
  - d. Report to the faculty on teaching, research, service, and public outreach that is centered in the Department, and in consultation with the Departmental Executive Committee, prepare Departmental budgets, be responsible for the distribution and expenditure of Departmental funds and for management of space and property assigned to the Department.

- e. Be responsible for maintaining high standards of scholarship in the Department and efficient progress in Departmental programs.
- f. Regularly maintain communication with faculty in the department.
- g. In consultation with the Executive Committee and home departments, recommend individuals for academic appointment, tenure, and or promotion in the Department. All appointment promotion and tenure actions will follow protocols outlined in the Provost's Communication #9.
- h. Designate a member of the Executive Committee to serve as Acting Head in absence of the Head and the Associate Head.

Section C. Associate Head.

- 1. The Head, in consultation with the faculty, may appoint an Associate Head from among the Departmental faculty.
- 2. The Associate Head shall act in behalf of the Head during his/her absence.
- 3. The Associate Head shall serve as an ex-officio member on the Department Executive Committee.

Section D. Executive Committee.

- 1. The Executive Committee shall consist of five tenured faculty members of which at least three are at the rank of Professor, as well as up to two specialized faculty all of whom are elected by confidential written ballot by BST from among their members. Standing committees shall consist of three faculty members nominated by the Executive Committee and elected by the faculty for 2-year staggered terms.

The terms of the inaugural members of the Executive Committee shall be as follows: two members shall serve a one-year term; the remaining members shall serve a two-year term. After the expiration of each member's term, subsequent terms shall be for two years. A Faculty member may serve no more than two consecutive, two-year terms. After a period of at least one year of absence from the Executive Committee, a Faculty member may be elected again to the Executive Committee. A Faculty member may serve for up to one year beyond the expiration of his or her term if necessary to meet the requirements of the *Bylaws*.

Faculty may nominate themselves or colleagues to serve on the Executive Committee. In case of a tied vote, a runoff ballot for those receiving equal numbers of votes shall be conducted; the faculty of the entire Department shall vote to break the tie

2. The Head of the Department shall serve as Chair of the Executive Committee and shall be a voting member of the Committee. If the Executive Committee is in session to evaluate the Head's performance, the Head shall not be a member and the Committee shall be chaired by a member elected by the Committee for that purpose.
3. The Associate Head shall serve as an ex-officio, non-voting member of the Committee.
4. The Executive Committee shall:
  - a. Provide for the orderly voicing of suggestions made for the good of the Department and College.
  - b. Recommend procedures and committees that will encourage faculty participation in the formulation of policy.
  - c. Represent the faculty by advising the Head in regard to Departmental policy, preparation of the Departmental budget, and assignment of space
  - d. Represent the faculty by advising the Head on the matter of recommendation of individuals for academic appointment, third-year review, tenure, and promotion in the Department.
  - e. Perform such other tasks as may be assigned to it by the faculty or the Head.
  - f. Be involved, in conjunction with the Dean of the College, in an evaluation of the Head by the entire Departmental faculty every five years.
5. The Committee will meet at least monthly and more frequently, if deemed necessary by the Head.

## ARTICLE II. THE DEPARTMENT

### Section A. Faculty.

1. The voting faculty of the Department, who have been approved by the College's Appointment, Promotion and Tenure Committee, shall include the following:
  - a. Those who hold an academic appointment within the Department, with at least a 0% time appointment and the rank of instructor, assistant professor, associate professor, or professor and who are tenured or receiving probationary credit toward tenure.
  - b. Those who hold an academic appointment within the department, with at least a 0% time appointment and the rank of assistant professor, associate professor, or professor modified by the terms "Research, Teaching, or Clinical", voting rights would extend to all issues except those pertaining to the third year review, promotion and/or tenure of tenure-track faculty.
  - c. Emeritus and other faculty members (as defined in Section A1.c.) of the Department shall be accorded voice, but no vote in faculty meetings.
2. As the responsible body in the teaching, research and scholarly activities of the Department, the faculty has inherent interests and rights in academic policy and governance. Accordingly, faculty members are expected to attend all Departmental meetings.
3. The Department shall be governed in its internal administration by its faculty who shall have full voting rights.
4. An Annual Review of each faculty member will occur each academic year, distinct from the promotion and tenure process. If the faculty member has less than a 50% appointment in the Department of Biomedical and Translational Sciences, then policies of the home Department will be followed and contribution from the Department of Biomedical and Translational Sciences will be provided if required.
5. Required elements of the Annual Review are in line with Provost's Communication 21 and include but are not restricted to:
  - a. The Department Head and Associate Dean of Academic Affairs will collaborate to evaluate each faculty member based on the activity reported by that faculty member. For 0% faculty appointments, the review will be primarily based on contributions to the teaching mission of the Department.



- b. Feedback to the faculty member will be in the form of a written review. For faculty with less than a 50% appointment, the home department policies would be followed and the written review will be incorporated into a single written review that is managed by the home department.
- c. If a faculty member disagrees with an annual review, they should append a written response to any document in the file.

## Section B. Meetings

1. The presiding officer of Departmental meetings shall be the Head of the Department or Associate Head. In the event that both of the above individuals will be absent, the Head will appoint a member of the Executive Committee as temporary presiding officer.
2. The Head of the Department or their designee will serve as recorder at Departmental meetings and will provide minutes of the meeting to the Departmental faculty.
3. Emeritus faculty and other members of the academic staff with greater than 0% time appointments, may attend and voice their opinions at meetings, but shall not be entitled to vote.
4. Regular meetings shall be called at least twice per year but may be held more frequently at the discretion of the Head. At least one meeting each academic year will consider matters of Departmental governance and academic policy.
5. Special meetings may be called by the Head, the Executive Committee, or upon petition by five or more faculty of the Department. The discussion and action at a special meeting shall be confined to the item or items listed in the call.
6. Emergency meetings may be called by the Head of the Department or the Executive Committee without written notice, but an attempt shall be made to notify all Departmental faculty members.
7. A written summary of topics discussed and actions taken must be distributed by the Head or their designee within three business days of special or emergency meetings or seven calendar days of regular meetings.
8. A quorum at meetings of the Department shall consist of a simple majority of the eligible voting members.

9. Robert's Rules of Order, Revised, shall govern the conduct of all meetings of the Department.

#### Section C. Grievance Procedures

1. Any faculty member has the right to initiate a formal grievance concerning actions or policies of the department or another individual in the department. Informal resolution is strongly encouraged before the formal grievance is initiated. Grievances will be adjudicated at the College level and will follow protocol defined in the Provost's Communication #21.

### ARTICLE III. COMMITTEES

#### Section A. Committees

1. Committees other than the Executive Committee are advisory to the Head, and are appointed by the Head.

#### Section B. Standing Committees.

1. Standing Committees, when created, shall consist of three faculty members nominated by the Executive Committee and elected by the faculty for 3-year staggered terms. The inaugural election for any Standing Committee shall be for 1, 2, or 3-year terms to initiate the rotation. A faculty member may serve consecutive terms.
2. General procedures
  - a. Advice, recommendations or decisions of committees shall be secured only through a meeting of the committee that is duly convened in group session with a quorum of its members in attendance.
  - b. Standing committees shall meet at least once a semester.
  - c. Each Standing Committee shall provide the faculty with a written report of its activities and meetings held during the previous year by September 15 of the new academic year.
3. New standing committees may be created or old committees terminated by amendment of these Bylaws.

- #### Section D.
- Ad hoc* committees may be appointed and dismissed by the Head but such committees shall not duplicate or infringe upon the activities of any of the elected committees described above.

## ARTICLE IV. INTERPRETATION AND AMENDMENTS

### Section A. Ratification and implementation.

These Bylaws shall become effective after adoption by at least two-thirds of the Departmental faculty who submit ballots and after review and approval by the Faculty Executive Committee and Dean of the College. Copies shall then be distributed to each faculty member and several copies shall be retained in the Departmental office for inspection by any member of the Department.

### Section B. Interpretation.

Interpretation shall reside with the Departmental faculty. However, these Bylaws are intended to supplement and be in accord with the University Statutes and the College Bylaws, which shall take precedence in the event of conflicts.

### Section C. Amendments.

1. May be introduced as agenda items of a regular or special meeting by any three Departmental faculty.
2. Shall be distributed to Departmental faculty at least three working days prior to the meeting.
3. Shall be voted upon by mail ballot not earlier than seven days nor later than twenty-one days after introduction at the faculty meeting.
4. Shall require the approval of two-thirds of the faculty to be incorporated into these Bylaws.

### Section D. Revision.

The text of these Bylaws may be re-written. Revision shall require the same presentation and action as for Amendments described in Article IV, Section C.

## **Appendix F.1**

### **Clinical Sciences Department Mission Statement**

We educate exceptional physician-innovators in the foundations of and state of the advances in clinical sciences to deliver high-value, compassionate health care and to advance the overall mission of the Carle Illinois College of Medicine.

### **Clinical Sciences Department Vision Statement**

We will be the world leading clinical sciences department in a college of medicine to deliver transformative clinical education, advance clinical research, and impact our community to produce the future leaders who will transform the healthcare systems of tomorrow.

## **Appendix F.2: Clinical Sciences Department Head Job Description**

### **Department Head Carle Illinois College of Medicine University of Illinois at Urbana-Champaign**

The University of Illinois at Urbana-Champaign (Illinois) and Carle Health System (Carle) have embarked on an exciting endeavor by creating the Carle Illinois College of Medicine – the nation’s first engineering-based college of medicine. The curriculum of the Carle Illinois College of Medicine includes elements from three domains: biomedical sciences, engineering, and clinical experience. Delivery of the curriculum engages principles of case-driven, problem-based, active learning, with certain common threads throughout the pre-clerkship and clerkship periods. The Carle Illinois College of Medicine seeks a Head of Clinical Sciences to serve as the principal administrative unit executive officer, leading this unit as an academic department within the college.

This is an exceptional opportunity for a highly motivated candidate to join an enthusiastically engaged, multi-disciplinary group of academic scholars, health care professionals, and specialists in medical education at the intersection of engineering, biological, and clinical sciences. This is a full-time, benefits eligible position. Salary will be commensurate with experience and qualifications. The start date will be as soon as possible after the close of the search.

#### **Responsibilities include:**

- Collaborate with other members of the college senior leadership team to recommend, establish and implement policies appropriate to a new area within the University’s organization.
- Foster diversity in the faculty, staff, and student ranks; support and encourage positive inter-professional relationships bridging the college’s private/public organization and its missions.
- Oversee the delivery of the curriculum as approved by the College’s Curriculum Committee.
- Work with departmental leadership and the Associate Dean for Academic Affairs related to the curriculum.
- Foster positive inter-personnel relationships among physicians and physician educators and their support staff (i.e., nurses, aids, therapists and others) and University faculty and their support staff (i.e., academic and civil service employees).
- In consultation with the college’s senior leadership team and others involved in the engineering-based medical curriculum planning, establish a comprehensive recruitment and retention plan for high quality faculty and departmental staff; recommend initial faculty and physician educator hires for delivery of the M.D. curriculum.
- Recommend departmental organizational structure; lead the faculty in development of bylaws, policies, and procedures that will align with classification as a department, including provisions for shared governance where applicable.
- Work with faculty and Carle Illinois College of Medicine Course Directors and Assistant Course Directors to further develop and maintain an engineering-based medical curriculum emphasizing inter-professional collaboration, achievement of clinical competencies, and incorporation of innovative concepts in health care and wellness.
- Uphold compliance with Liaison Committee on Medical Education (LCME) accreditation standards and other designated professional standards.
- Collaborate with the Associate Dean for Finance and Administration and the Associate Dean for Academic Affairs on issues related to planning and budgeting for the area.
- Provide leadership, direction, and oversight of faculty processes related to recruitment, appointment, retention, evaluation for promotion (and tenure if applicable), professional development, leaves, faculty awards and recognition.

- Oversee mentoring of faculty to facilitate their understanding of students' progress and anticipated knowledge base in a novel engineering-based curriculum key to optimal learning at each point of clinical involvement.
- In consultation with the Associate Dean for Academic Affairs, create and implement assessment/evaluation processes designed to inform the quality and outcomes of the integrated biomedical, engineering, and clinical curriculum, including curriculum and its delivery, student welfare within the curriculum, faculty effectiveness, and related areas of research.
- Work with faculty, department heads, and with others to further develop and refine the medical curriculum that is fused to engineering, emphasizing inter-professional collaboration, achievement of clinical competencies, and incorporation of innovative concepts in health care and wellness.
- Engage the faculty in discussions challenging curriculum and its delivery previously considered standard in medical education; encourage interdisciplinary collaboration to create more valuable clinical experiences wherever possible and engage in active commitment to a culture of transparent decision-making, professional accountability and shared successes.
- Engage in active commitment to a culture of transparent decision-making, professional accountability and shared success.
- Nurture faculty development in instruction, research, scholarly activity, service, and advising across all ranks.
- Provide annual faculty evaluations, engage in mutual goal setting and support the policies and procedures related to promotion in and across ranks, including evaluation for indefinite tenure when applicable.
- Oversee professional development and annual evaluation and goal setting for departmental staff in employment classifications other than tenure system and non-tenure system faculty.

### **Required Qualifications:**

- M.D or D.O. degree. Board-certification. Eligible for licensure in the State of Illinois.
- A strong personal commitment to integrity as well as to the ethical values and professional responsibilities associated with medical education incorporating biomedical sciences, engineering, and clinical science concepts including robust technology and data, and clinical competencies.
- Must have a record of highly ethical conduct, a sense of respect for confidentiality, and a high level of professionalism and collegiality.
- The knowledge, skills and abilities to lead an academic clinical sciences department.
- Must demonstrate potential for outstanding research and teaching
- Ability to develop and implement collegial collaborative partnerships with faculty across disciplines and medical professionals engaged in clinical practice and service to educate medical students.

The University of Illinois conducts criminal background checks on all job candidates upon acceptance of a contingent offer.

The University of Illinois is an Equal Opportunity, Affirmative Action employer. Minorities, women, veterans and individuals with disabilities are encouraged to apply. For more information, visit <http://go.illinois.edu/EEO>. To learn more about the University's commitment to diversity, please visit <http://www.inclusiveillinois.illinois.edu>

### Appendix F.3: Clinical Sciences Department Draft Bylaws

## BYLAWS FOR THE DEPARTMENT OF CLINICAL SCIENCES

### PREAMBLE

These Bylaws are intended to operate within the framework of the University of Illinois Statutes, which states that the college shall be governed in its internal administration by its faculty. They supplement the College Bylaws, official Provost Office Communications, and the University Statutes which take precedence should any conflict arise.

### ARTICLE I. ORGANIZATION

Section A. The Department of Clinical Sciences shall be organized with a Head who is appointed by the Dean of the College in accordance with the Statutes. Appointment is contingent upon approval by the Board of Trustees.

Section B. The Department Head.

1. The Head is the chief executive officer of the Department and is responsible for its administration.
2. In the discharge of his/her duties, the Head of the Department shall:
  - a. Be responsible for the execution of Departmental, College and University policies and shall provide general direction to Departmental activities.
  - b. Consult with the Departmental Executive Committee in the formulation of Departmental policies.
  - c. Regularly call meetings of the Departmental faculty for explanation and discussion of policies and programs related to the education, research, service, and public outreach missions of the Department, College, and University.
  - d. Report to the faculty on teaching, research, service, and public outreach that is centered in the Department, and in consultation with the Departmental Executive Committee, prepare Departmental budgets, be responsible for the distribution and expenditure of Departmental funds and for management of space and property assigned to the Department.

- e. Be responsible for maintaining high standards of scholarship in the Department and efficient progress in Departmental programs.
- f. Regularly maintain communication with faculty in the department.
- g. In consultation with the Executive Committee and home departments, recommend individuals for academic appointment, tenure, and or promotion in the Department. All appointment promotion and tenure actions will follow protocols outlined in the Provost's Communication #9.
- h. Designate a member of the Executive Committee to serve as Acting Head in absence of the Head and the Associate Head.

Section C. Associate Head.

- 1. The Head, with the concurrence of the Executive Committee, may appoint an Associate Head from among the Departmental faculty.
- 2. The Associate Head shall act in behalf of the Head during his/her absence.
- 3. The Associate Head shall serve as an ex-officio member on the Department Executive Committee.

Section D. Executive Committee.

- 1. In addition to the Associate Head, the Executive Committee shall consist of five clinical faculty who are appointed by the Department Head in conjunction with the College's Faculty Executive Committee. Standing committees shall consist of three faculty members nominated by the Executive Committee and elected by the faculty for 2-year staggered terms.

The terms of the inaugural members of the Executive Committee shall be as follows: one member shall serve a one-year term; another member shall serve a two-year term. After the expiration of each member's term, subsequent terms shall be for two years. A Faculty member may serve no more than two consecutive, full terms. After a period of at least one year of absence from the Executive Committee, a Faculty member may be elected again to the Executive Committee. A Faculty member may serve for up to one year beyond the expiration of his or her term if necessary to meet the requirements of the *Bylaws*.



Faculty may nominate themselves or colleagues to serve on the Executive Committee. In case of a tied vote, a runoff ballot for those receiving equal numbers of votes shall be conducted; the faculty of the entire Department shall vote to break the tie.

2. The Head of the Department shall serve as Chair of the Executive Committee and shall be a voting member of the Committee. . If the Executive Committee is in session to evaluate the Head's performance, the Head shall not be a member and the Committee shall be chaired by a member elected by the Committee for that purpose.
3. The Associate Head shall serve as an ex-officio, non-voting member of the Committee.
4. The Executive Committee shall:
  - a. Provide for the orderly voicing of suggestions made for the good of the Department and College.
  - b. Recommend procedures and committees that will encourage faculty participation in the formulation of policy.
  - c. Represent the faculty by advising the Head in regard to Departmental policy, preparation of the Departmental budget, and assignment of space
  - d. Represent the faculty by advising the Head on the matter of recommendation of individuals for academic appointment, third-year review, tenure, and promotion in the Department.
  - e. Perform such other tasks as may be assigned to it by the faculty or the Head.
  - f. Be involved, in conjunction with the Dean of the College, in an evaluation of the Head by the entire Departmental faculty every five years.
5. The Committee will meet at least monthly and more frequently, if deemed necessary by the Head.

## ARTICLE II. THE DEPARTMENT

### Section A. Faculty.

1. The voting faculty of the Department, who have been approved by the College's Appointment, Promotion and Tenure Committee, shall include the following:
  - a. Those who hold an academic appointment within the Department, with at least a 0% time appointment and the rank of instructor, assistant professor, associate professor, or professor and who are tenured or receiving probationary credit toward tenure.
  - b. Those who hold an academic appointment within the department, with at least a 0% time appointment and the rank of assistant professor, associate professor, or professor modified by the terms "Clinical", voting rights would extend to all issues except those pertaining to the third year review, promotion and/or tenure of tenure-track faculty.
  - c. Emeritus and other faculty members (as defined in Section A1.c.) of the Department shall be accorded voice, but no vote in faculty meetings.
2. As the responsible body in the teaching, research and scholarly activities of the Department, the faculty has inherent interests and rights in academic policy and governance. Accordingly, faculty members are expected to attend all Departmental meetings.
3. The Department shall be governed in its internal administration by its faculty who shall have full voting rights.
4. An Annual Review of each faculty member will occur each academic year, distinct from the promotion and tenure process. If the faculty member has less than a 50% appointment in the Department of Biomedical and Translational Sciences, then policies of the home Department will be followed and contribution from the Department of Biomedical and Translational Sciences will be provided if required.
5. Required elements of the Annual Review are in line with Provost's Communication 21 and include but are not restricted to:
  - a. Definition of roles: The Department Head, the Department Associate Head, Faculty Executive Committee, and Associate Dean of Academic Affairs will, independently, complete a standardized evaluation form for each faculty member based on the activity reported by that faculty member. For 0% faculty appointments, the review will be primarily based on contributions to the teaching mission of the Department. This evaluation shall be completed on a standard form prepared by the Department Head, in consultation with the Departmental Executive Committee.

- b. Feedback to the faculty member will be in the form of a written review. For faculty with less than a 50% appointment, the home department policies would be followed and the written review will be incorporated into a single written review that is managed by the home department.
- c. If a faculty member disagrees with an annual review, the faculty member and Department Head should make serious attempts to come to a mutually satisfactory resolution through informal interactions and problem-solving efforts. If, despite efforts to reach a mutual agreement regarding the content of the review, a faculty member continues to dispute the accuracy of a review, the faculty member may they should append a written response to any document in the file.

#### Section B. Meetings

1. The presiding officer of Departmental meetings shall be the Head of the Department or Associate Head. In the event that both of the above individuals will be absent, the Head will appoint a member of the Executive Committee as temporary presiding officer.
2. The Head of the Department or their designee will serve as recorder at Departmental meetings and will provide minutes of the meeting to the Departmental faculty.
3. Emeritus faculty and other members of the academic staff with greater than 0% time appointments, may attend and voice their opinions at meetings, but shall not be entitled to vote.
4. Regular meetings shall be called at least twice per year but may be held more frequently at the discretion of the Head. At least one meeting each academic year will consider matters of Departmental governance and academic policy.
5. Special meetings may be called by the Head, the Executive Committee, or upon petition by five or more faculty of the Department. The discussion and action at a special meeting shall be confined to the item or items listed in the call.
6. Emergency meetings may be called by the Head of the Department or the Executive Committee without written notice, but an attempt shall be made to notify all Departmental faculty members.

7. A written summary of topics discussed and actions taken must be distributed by the Head or their designee within three business days of special or emergency meetings or seven calendar days of regular meetings.
8. A quorum at meetings of the Department shall consist of a simple majority of the eligible voting members.
9. Robert's Rules of Order, Revised, shall govern the conduct of all meetings of the Department.

#### Section C. Grievance Procedures

1. Any faculty member has the right to initiate a formal grievance concerning actions or policies of the department or another individual in the department. Informal resolution is strongly encouraged before the formal grievance is initiated. Grievances will be adjudicated at the College level and will follow protocol defined in the Provost's Communication #21.

### ARTICLE III. COMMITTEES

#### Section A. Committees

1. Committees other than the Executive Committee are advisory to the Head, and are appointed by the Head.

#### Section B. Standing Committees.

1. Standing Committees, when created, shall consist of three faculty members nominated by the Executive Committee and elected by the faculty for 3-year staggered terms. The inaugural election for any Standing Committee shall be for 1, 2, or 3-year terms to initiate the rotation. A faculty member may serve consecutive terms.
2. General procedures
  - a. Advice, recommendations or decisions of committees shall be secured only through a meeting of the committee that is duly convened in group session with a majority of its members in attendance.
  - b. Committees shall meet at least once a semester.
  - c. Each committee shall provide the faculty with a written report of its activities and meetings held during the previous year by September 15 of the new academic year.

3. New standing committees may be created or old committees terminated by amendment of these Bylaws.

Section D. *Ad hoc* committees may be appointed and dismissed by the Head but such committees shall not duplicate or infringe upon the activities of any of the elected committees described above.

#### ARTICLE IV. INTERPRETATION AND AMENDMENTS

Section A. Ratification and implementation.

These Bylaws shall become effective after adoption by at least two-thirds of the Departmental faculty who submit ballots and after review and approval by the Faculty Executive Committee and Dean of the College. Copies shall then be distributed to each faculty member and several copies shall be retained in the Departmental office for inspection by any member of the Department.

Section B. Interpretation.

Interpretation shall reside with the Departmental faculty. However, these Bylaws are intended to supplement and be in accord with the University Statutes and the College Bylaws, which shall take precedence in the event of conflicts.

Section C. Amendments.

1. May be introduced as agenda items of a regular or special meeting by any three Departmental faculty.
2. Shall be distributed to Departmental faculty at least three working days prior to the meeting.
3. Shall be voted upon by mail ballot not earlier than seven days nor later than twenty-one days after introduction at the faculty meeting.
4. Shall require the approval of two-thirds of the faculty to be incorporated into these Bylaws.

Section D. Revision.

The text of these Bylaws may be re-written. Revision shall require the same presentation and action as for Amendments described in Article IV, Section C.

**Appendix G – Voting report from faculty review of proposal**

As required in Article VIII, Section 3 of the University Statutes, the formation of these departments is done with the advice of college faculty; a vote by secret, written ballot was opened on October 11, 2017 and finalized on October 18, 2017 and recorded in accordance with college bylaws.

**Approve: 42**

**Disapprove: 2**

## Appendix H Letters of Support from other Colleges

UNIVERSITY OF ILLINOIS  
AT URBANA-CHAMPAIGN

College of Agricultural, Consumer  
and Environmental Sciences

Office of the Dean  
227 Mumford Hall, MC-710  
1301 West Gregory Drive  
Urbana, IL 61801-3605



December 22, 2017

Dear Chair Miller and Members of the Education Policy Committee:

I am writing in support of the proposal to establish the BioMedical and Translational Sciences Department, and the Clinical Sciences Department within the Carle Illinois College of Medicine. The College of ACES continues to support the Carle Illinois College of Medicine and the opportunities it will provide to advance the research and teaching efforts and activities in our college as well as the larger campus community.

Because of this, College of ACES is committed to working with the College of Medicine and believes that through this active presence and engagement, more avenues of collaboration and the pursuit of mutually beneficial opportunities will arise. We look forward to exploring opportunities with the Carle Illinois College of Medicine on a range of issues that could include but are not limited to courses and instructional needs, joint faculty appointments, space for research laboratories and other support that may be required.

Sincerely,



Kimberlee K. Kidwell  
Dean, College of Agricultural, Consumer and Environmental Sciences  
Robert A. Easter Chair

UNIVERSITY OF ILLINOIS  
AT URBANA-CHAMPAIGN

College of Applied Health Sciences  
Dean's Office  
1206 South Fourth Street  
110 Huff Hall  
Champaign, IL 61820



October 10, 2017

Dear Chair Miller and Members of the Education Policy Committee:

I am writing in support of the proposal to establish the BioMedical and Translational Sciences Department, and the Clinical Sciences Department within the Carle Illinois College of Medicine. The College of Applied Health Sciences continues to support the Carle Illinois College of Medicine and the opportunities it will provide to advance the research and teaching efforts and activities in our College as well as the larger campus community.

Because of this, College of AHS is committed to working with the College of Medicine and believes that through this active presence and engagement, more avenues of collaboration and the pursuit of mutually beneficial opportunities will arise. We look forward to exploring opportunities with the Carle Illinois College of Medicine on a range of issues that could include but are not limited to, courses and instructional needs, joint faculty appointments, space for research laboratories and other support that may be required.

Sincerely,

A handwritten signature in blue ink that reads "Cheryl Hanley-Maxwell".

Cheryl Hanley-Maxwell, PhD  
Dean  
College of Applied Health Sciences



**I**  
**ILLINOIS**  
Gies College of Business

Office of the Dean  
260 Wohlers Hall  
1206 South Sixth Street  
Champaign, IL 61820

December 22, 2017

Dear Chair Miller and Members of the Education Policy Committee:

I am writing in support of the proposal to establish the BioMedical and Translational Science Department, and the Clinical Sciences Department within the Carle Illinois College of Medicine. The Gies College of Business continues to support the Carle Illinois College of Medicine and the opportunities it will provide to advance the research and teaching efforts and activities in our College, as well as the larger campus community.

Because of this, the Gies College of Business is committed to working with the Carle Illinois College of Medicine and believes that through this active presence and engagement, more avenues of collaboration and the pursuit of mutually beneficial opportunities will arise. We look forward to exploring opportunities with the Carle Illinois College of Medicine on a range of issues, which could include but are not limited to, courses and instructional needs, joint faculty appointments, space for research laboratories, and other support that may be required.

Sincerely,



Jeffrey R. Brown  
Josef & Margot Lakonishok Professor of Business and Dean

UNIVERSITY OF ILLINOIS  
AT URBANA-CHAMPAIGN

Office of the Dean  
College of Education  
110 Education Building, MC-708  
1310 South Sixth Street  
Champaign, IL 61820-6990



December 22, 2017

Dear Chair Miller and Members of the Education Policy Committee:

I am writing in support of the proposal to establish the BioMedical and Translational Sciences Department, and the Clinical Sciences Department within the Carle Illinois College of Medicine. The College of Education continues to support the Carle Illinois College of Medicine and the opportunities it will provide to advance the research and teaching efforts and activities in our College as well as the larger campus community.

Because of this, the College of Education is committed to working with the Carle Illinois College of Medicine and believes that through this active presence and engagement, more avenues of collaboration and the pursuit of mutually beneficial opportunities will arise. We look forward to exploring opportunities with the Carle Illinois College of Medicine on a range of issues that could include but are not limited to, courses and instructional needs, joint faculty appointments, space for research laboratories and other support that may be required.

Sincerely,

A handwritten signature in cursive script that reads "James D. Anderson".

James D. Anderson  
Edward William and Jane Marr Gutgsell Professor and Dean

UNIVERSITY OF ILLINOIS  
AT URBANA - CHAMPAIGN

**College of Engineering**

Office of the Dean  
306 Engineering Hall, MC-266  
1308 West Green Street  
Urbana, IL 61801  
217-333-2150



January 18, 2018

Senate Committee on Educational Policy  
228 English Building / MC 461  
608 S. Wright Street  
Urbana, IL 61801

Dear Chair Miller and Members of the Senate Committee on Educational Policy:

I am writing in support of the proposal to establish the Biomedical and Translational Sciences Department and the Clinical Sciences Department within the Carle Illinois College of Medicine. The College of Engineering continues to support the Carle Illinois College of Medicine and the opportunities it will provide to advance the research and teaching efforts and activities in our College as well as the larger campus community.

Because of this, the College of Engineering has committed to working with the College of Medicine and believes that through this active presence and engagement, more avenues of collaboration and the pursuit of mutually beneficial opportunities will arise. We look forward to exploring opportunities with the Carle Illinois College of Medicine on a range of issues that could include, but are not limited to, courses and instructional needs, joint faculty appointments, space for research laboratories, and other support that may be required.

Sincerely,

A handwritten signature in blue ink that reads "Tamer Başar".

Tamer Başar  
Interim Dean, College of Engineering  
Swanlund Endowed Chair and CAS Professor  
of Electrical and Computer Engineering

UNIVERSITY OF ILLINOIS  
AT URBANA-CHAMPAIGN

College of Veterinary Medicine

2001 South Lincoln Avenue  
Urbana, IL 61802



January 16, 2018

Education Policy Committee  
University of Illinois at Urbana-Champaign

Dear Chair Miller and Members of the Education Policy Committee:

I am writing in support of the proposal to establish the Department of BioMedical and Translational Sciences, within the Carle Illinois College of Medicine. The College of Veterinary Medicine is supportive of the Carle Illinois College of Medicine and the opportunities the newly established college provides to advance the research and teaching efforts and activities across our campus.

I would like to take this opportunity to convey that the College of Veterinary Medicine is strongly committed to working with the Carle Illinois College of Medicine. Our college believes that through ongoing interactions and engagement that additional collaboration will arise. We look forward to exploring mutually beneficial opportunities with the Carle Illinois College of Medicine on a range issues that includes but is not limited to, courses and instructional needs, joint faculty appointments, space for research laboratories and other support that may be required.

Sincerely,

A handwritten signature in black ink, appearing to read 'Peter D. Constable'.

Peter D. Constable  
Dean, College of Veterinary Medicine

UNIVERSITY OF ILLINOIS  
AT URBANA-CHAMPAIGN

Office of the Dean  
College of Liberal Arts and Sciences  
2090 Lincoln Hall  
702 S. Wright Street  
Urbana, IL 61801-3631



January 9, 2018

Dear Chair Miller and Members of the Education Policy Committee:

I am writing in support of the proposal to establish the BioMedical and Translational Sciences Department, and the Clinical Sciences Department within the Carle Illinois College of Medicine. The College of Liberal Arts and Sciences continues to support the Carle Illinois College of Medicine and the opportunities it will provide to advance the research and teaching efforts and activities in our College as well as the larger campus community.

Because of this, LAS has committed to working with the College of Medicine and believes that through this active presence and engagement, more avenues of collaboration and the pursuit of mutually beneficial opportunities will arise. We look forward to exploring opportunities with the Carle Illinois College of Medicine on a range issues, which could include but are not limited to, courses and instructional needs, joint faculty appointments, space for research laboratories and other support that may be required.

Sincerely,



Feng Sheng Hu  
Harry E. Preble Dean  
College of Liberal Arts and Sciences

phone 217-333-1350 • fax 217-333-9142

Office of the Provost and Vice Chancellor for Academic  
Affairs

Swanlund Administration Building  
601 East John Street  
Champaign, IL 61820



January 12, 2018

Gay Miller, Chair  
Senate Committee on Educational Policy  
Office of the Senate  
228 English Building, MC-461

Dear Professor Miller:

Enclosed is a copy of a proposal from the Carle Illinois College of Medicine to establish the  
Clinical Sciences Department and the Biomedical and Translational Sciences Department.

Sincerely,



Kathryn A. Martensen  
Assistant Provost

Enclosures

c: K. Li  
R. Bashir  
A. Edwards  
E. Stuby  
M. Minehart