New College. New Medicine.

LEADERSHIP PROFILE
DECEMBER 2015

CARLE ILLINOIS COLLEGE OF MEDICINE
The Opportunity

The University of Illinois at Urbana-Champaign (Illinois) and Carle Health System are in partnership seeking an exceptional leader to serve as the founding dean of the Carle Illinois College of Medicine, and lead efforts to build this new enterprise into a world class center for teaching, research, and clinical care.

Illinois and Carle Health System have embarked on an exciting endeavor by creating the nation’s first engineering-driven college of medicine. The formation of this new privately-funded college at Illinois in partnership with Carle is a pivotal event in the university’s history and will have a profound effect on the campus, the local and regional community, the state of Illinois, and the nation at large.

Carle Illinois College of Medicine is scheduled to accept its first class of 25 students for the fall of 2018 and will offer a truly unique opportunity in medical education. The founding dean will have the unprecedented opportunity to drive a revolution in medical education by leading the launch of this new college founded at the intersection of the engineering, biological, and clinical sciences. The new curriculum will train physicians to care for patients and solve problems in fundamentally different ways. The physician innovators, physician inventors, and physician scientists, who will be graduates of the Carle Illinois College of Medicine, will advance patient care, and develop and deploy new technologies to deliver higher quality healthcare to more people at a lower cost.

Reporting jointly to the Provost at Illinois and the Chief Medical Officer at Carle Health System, the Dean will serve as the chief academic and administrative officer for the college. S/he will be responsible for developing and implementing the new curriculum; leading the LCME accreditation process; and recruiting faculty, students and administrative staff. The successful candidate will build a new organization that promotes the highest quality and standards for research, clinical and educational programs. The Dean will also work with campus advancement staff and other leadership to continue the capital campaign for the operation of this privately-funded college of medicine.

The Dean will also serve as the Chief Academic Officer at Carle. Carle Health System, comprised of Carle Foundation Hospital, Carle Physician Group, and Health Alliance Medical Plans, is a vertically integrated healthcare delivery system. The 393-bed regional care hospital in Urbana has achieved Magnet® designation, the nation’s highest honor for nursing care. It offers an advanced level of clinical expertise and technology, housing the area’s only Level I Trauma Center as well as Level III perinatal services. Carle Foundation Hospital sees more than 24,000 admissions each year, delivers more than 2,600 babies and serves more than 77,000 patients in its Emergency Department. The Carle Physician Group is a multi-specialty group practice comprised of nearly 400 employed physicians and more than 200 advanced practice providers. Health Alliance Medical Plans is a health insurance plan with more than 350,000 covered lives, operating in four states. This new partnership with Illinois will increase the collective ability to transform the quality of healthcare in the state, region, nationally and globally, as we further advance the Carle Health System as a transformative healthcare leader, fostering statewide bioscience economic development and serving as an international magnet for innovation, research, and scholarship.

The University of Illinois at Urbana-Champaign is a comprehensive research-intensive university ranked amongst the top of U.S. public institutions. While the new Carle Illinois College of Medicine will be engineering-based, it will draw on existing and new extraordinary opportunities for collaboration with other colleges on campus to succeed in its educational and research missions. For example, building upon the basic medical sciences expertise from the College of Liberal Arts and Sciences and clinical sciences from Carle Health System, the new college will also partner with the College of Applied Health Sciences to develop technology-based solutions for health care delivery for the disabled and growing elderly population. Campus partners in the research and education enterprise will also include the Colleges of Veterinary Medicine and Agriculture, Consumer and Environmental Sciences, the schools of Integrative Biology, Molecular and Cellular Biology, and Social Work, the Institute for Genomic Biology,
The College of Engineering at the University of Illinois at Urbana-Champaign, ranked 5th in the 2015 U.S. News and World Report and 4th in Shanghai Jiao Tong University’s Academic Rankings of World Universities, is world renowned for its excellence and its influential leadership in engineering educational and research innovations of global transformative impact. Eight undergraduate and seven graduate specialties in the College of Engineering are ranked in the top five nationally. Over the last two years, the college has made major investments in both big data and bioengineering with support from the $100 million Grainger Engineering Breakthroughs Initiative [http://graingerinitiative.engineering.illinois.edu/], funded by The Grainger Foundation.

The founding Dean of the Carle Illinois College of Medicine will have an M.D., significant service and leadership experience at a world-class academic medical center or healthcare institution, and a passion for and experience with establishing and managing new programs inside of large existing organizations. S/he will be a passionate advocate of healthcare transformation through technology innovation and will lead a successful fundraising campaign inspired by the new college’s mission and aspirational goals. As a dynamic leader, a strategic and entrepreneurial thinker and an exceptional communicator, the Dean will be responsible for building partnerships with other academic, private-sector and public-sector organizations, as well as forging and stewarding productive professional relationships to advance the mission and grow the impact of the new college. With a strong record of scholarship, research and teaching, the Dean will be tenure-eligible in an appropriate academic unit at Illinois.

Because the role of the Dean is new, complex and demanding, the successful candidate’s experience must include progressively more responsible administrative experience in environments that rely upon vision, teamwork, planning, delegation of authority and measures of accountability. Above all, the Dean should have a track record of scientific vision, an entrepreneurial style and success in establishing new enterprises, as well as leading through times of change.

This role presents the right leader with the special opportunity to forge a historic cooperation among educators, researchers and health care providers in a common effort to produce the knowledge, technologies, management systems, physician innovators and skilled doctors who will improve the lives of millions of people, both locally and globally.

Opportunities and Expectations for Leadership

The Founding Dean of the Carle Illinois College of Medicine (“the Dean”) is the chief architect, executive and intellectual leader of the College. The Dean is responsible for building and ensuring the highest possible quality in medical, graduate, and post-graduate education and research. In addition, the Dean will be the key player in managing the university’s partnership with the Carle Foundation and other key stakeholders. The Dean is also responsible for matters relating to the design and effective administration of the College, including academic programs, faculty, students, staff, facilities, resources, budgets, fundraising, marketing and relationships with the community and external stakeholders.

The key partners leading the development and launch of the Carle Illinois College of Medicine have identified the following general goals and objectives:

- Build and lead an organization that will develop a strong reputation for excellence in engineering-based medical education, for advancement in scholarly activities and research, for groundbreaking innovations and translational research, and for the promotion of quality clinical training and service.
- Recruit a first-class senior leadership team to whom the Dean can effectively delegate the key strategic and operational aspects of establishing a medical college.
- Build relationships and partnerships with key internal and external stakeholders and serve as the “champion” who will inspire enthusiasm and support for the Carle Illinois College of Medicine.
- In partnership with the academic leaders of the University of Illinois at Urbana-Champaign, build a progressive, cutting edge engineering-based curriculum that challenges and inspires students, and integrates many of the university’s outstanding colleges, schools, centers, and programs in robust interdisciplinary initiatives.
- Build a culture of excellence in the college that incorporates fairness, integrity, respect, creativity, initiative, and community service.
- Work with campus marketing staff to build the brand of the Carle Illinois College of Medicine as the program that is transforming the teaching of medicine for the 21st century.
With the goal of making Illinois an international leader in health sciences and Carle a renowned destination for clinical healthcare delivery, the following specific leadership priorities were identified by key stakeholders as ones that the Dean will want to pay particular attention to in the earlier stages of his/her leadership tenure:

1. **Achieving successful accreditation** - Opening the new College will rely upon LCME accreditation, a national peer-review process designed to attest to the educational quality of new educational programs. The founding Dean must immediately ensure that accreditation plans are properly structured and on an appropriate time track for review and approval. In support of this task, the University is currently recruiting externally for the position of a Chief Planner, who will be responsible to identify, plan, and develop activities and documents addressing LCME requirements and curriculum needed to complete vital steps leading to the admission of the College’s first class.

   Curriculum development will be a particularly strategic element of the Dean’s early work plan. It should be carefully designed to leverage the international reputation of the University’s engineering and science programs to synergize with Carle’s key centers of excellence in areas such as neurosciences, oncology, precision medicine, digestive and metabolic health and cardiovascular services. The goal here is to provide the graduates of the College with distinctive degree in medicine that integrates the engineering, biological and clinical sciences, innovation and design, and equip them to serve the health needs of entire populations of diverse patients. Extraordinary opportunities will also be available to develop new joint degrees with engineering, sciences, innovation and design, and other parts of the campus.

2. **Build key relationships and partnerships** – As the “champion” of this new college, the Dean will be expected to reach out proactively to a broad range of constituents, not only to educate them about the college’s potential, but enlist them in joint initiatives. A priority here should be the Deans of the University’s other colleges. Establishment of a new medical college within a world-class teaching and research university presents an enormous potential for developing powerful interdisciplinary and interprofessional programs that will extend the value of the medical college to all corners of the University and community. Success here will be enabled by an existing culture in Champaign-Urbana that presents a long history of productive, cross-disciplinary collaboration with emphasis on breakthrough research and innovation. The Dean should focus on learning about the campus’ different colleges and schools and their programs, and building relationships with their leaders with an eye to quickly leveraging their collective strengths with the new medical college.

   Other relationships to be targeted include the Carle executive and physician leadership and the University of Illinois system and campus colleagues (including the community within the University of Illinois Chicago College of Medicine that has local experience in delivering medical education and fostering biomedical research). Additionally, the Dean should be proactive with engaging the vibrant and growing entrepreneurial ecosystem in the Urbana-Champaign region, in Chicago and around the state, and fostering the partnerships and collaborations essential for the success of
the College in its aspirations to be a leader in translational engineering medicine. The Dean will also be presented with the opportunity to draw on national and international medical research and clinical talent in constructing a Strategic Advisory Board for the College.

3. **Securing and stewarding resources** – Establishment of the Carle Illinois College of Medicine has been enabled through a significant financial commitment from the Carle Foundation (more than $100 million over ten years). This will be supplemented by opportunities to raise additional private resources through philanthropic activities that have been pre-qualified by the University (approximately $125 million over the same timeframe) and some early opportunities for revenues from translational research initiatives. As the “face and voice” of the new college, the Dean will be the point person in presenting a compelling case statement for support to key prospective donors, and securing their long term financial commitments.

4. **Building a distinctive and common culture** – Successful partnership of two prominent institutions – Carle and the University of Illinois – will be enabled through the forging of a distinct culture that draws on the strengths of each enterprise. As someone who will bring a first-hand appreciation for both the clinical and academic worlds, the Dean will be the facilitator in “bridging” these. Achieving this common culture will require changes to the strategic and business models of both enterprises, and establishing a framework of accountability that incents behavior towards the proper outcomes.
Personal Qualifications and Personal Qualities

The Founding Dean of the Carle Illinois College of Medicine will be a strategic leader who is fully capable of managing a substantial, complex, evolving organization. This will require leadership scalability – as the role will be very much a “builder” one at the outset, and will evolve over time into a more conventional senior management position. This leader will also need to present a direct background in — and a keen appreciation for — the delivery of clinical healthcare services in a community provider setting.

More specifically, the ideal candidate will possess or have demonstrated the vast majority of the following attributes:

Education
• M.D., M.D./PhD. or equivalent degree is required;
• Board Certification in the candidate’s specialty/discipline is required.

Preferred Experience
• Significant achievement in clinical, education and research pursuits; a personal record of accomplishment in collaborative research, a keen appreciation for interdisciplinary collaboration; and a personal commitment to human and population health research;
• Progressive and broad administrative leadership experience within an academic institution;
• A demonstrated history of innovative leadership (ideally with exposure to engineering and related quantitative disciplines), and conversant in current efforts to transform medical education using innovative curricula, technologies, and teaching/learning methodologies;
• Exceptional recruiting talents — can bring a vast personal network of relationships and choose talent in a way that extends leadership into the organization;
• Management experience in the “business” of medical schools: finances, research, the challenges and operation of the clinical enterprise, strong fiscal skills, and proven experience with budgets and grants management;
• Previous experience either leading or significantly contributing to accreditation processes and deliverables;
• Successful development or expansion of an organization or program; an acknowledged reputation in the building of exemplary clinical and research programs;
• Familiarity and understanding of entrepreneurship, public/private partnerships, and translational research and technology commercialization in an academic medical setting;
• Working facility with project management practices, techniques and tools;
• Direct experience in serving in a high-profile role external to an institution – interacting regularly and effectively with political, community, private sector leaders and the media;
• Proven track record of cultivating the interest and involvement of both current and potential donors, resulting in the closing of major and principal gifts.
Preferred Leadership Qualifications and Personal Qualities

- Exceptional interpersonal and communication skills; a record of promoting collaboration and cultivating strong external relationships;
- Artful and apt negotiation skills – applied towards the goal of forging “win-win” compromises;
- Ability to communicate an inspiring long-term vision for the future and be an articulate and engaging spokesperson for the College;
- History of bringing different organizations and individuals together to address common goals, a “leader among leaders;”
- Ability to project a genuine passion for an organization’s mission and objectives;
- A collegial, consultative and diplomatic management style that respects and facilitates interdisciplinary cooperation;
- Ability to be strong, disciplined, pragmatic, decisive, to take calculated risks and to build organizations;
- Analytical skills and conceptual thinking that identifies opportunities and catalyzes action;
- Level of comfort in hands-on engagement in key areas, but with a sense of when and how to effectively delegate to others;
- Patient and able to thrive in a setting of ambiguity and change;
- High level of energy, enthusiasm, humor and optimism;
- Approachable and compassionate;
- Self-confident with political acumen and personal humility;
- Unquestioned personal integrity.
Opportunity Summary

The Founding Dean of the Carle Illinois College of Medicine will be presented with the opportunity to achieve the following professional and personal goals:

- Serve on the senior leadership team of one of the most respected and renowned research universities in the United States.
- Play a signature role in the development and implementation of a new engineering-based medical college, whose success will enhance the quality and delivery of health care in all regions of the state and significantly enhance the medical education of new generations of physicians.
- Forge a historic cooperation among teachers, researchers and healthcare providers in state-of-the-art facilities in a common effort to produce the knowledge, management systems and skilled doctors who will improve the lives of millions of people, both locally and globally.
- Interact regularly with a diverse and collaborative group of senior leaders, including members of the Carle Foundation leadership team, University of Illinois leaders at the campus and system levels, and an outstanding staff.
- Reside in a region of Illinois that is rich with intellectual tradition and offers a high quality of living in an affordable setting.

Procedure for Candidacy

For more information on the Carle Illinois College of Medicine, please visit medicine.illinois.edu. Inquiries, nominations, and applications are invited. Review of applications will continue until the position is filled. For fullest consideration, applicant materials should be received by no later than January 31, 2016. Candidates should provide a professional resume/CV and a letter of application that addresses the responsibilities and requirements described in the leadership profile available at www.wittkieffer.com. These materials should be sent electronically via e-mail to Witt Kieffer consultants John K. Thornburgh, Tony Barbato, M.D., or Kerry Quealy at email address CarleIllinoisDean@wittkieffer.com. The consultants can be reached by telephone through the desk of Kerry Quealy, assistant to the search, at (630) 575-6159.

Illinois is an equal opportunity employer and all qualified applicants will receive consideration for employment without regard to race, religion, color, national origin, sex, sexual orientation, gender identity, age, status as a protected veteran, or status as a qualified individual with a disability, or criminal conviction history. Illinois welcomes individuals with diverse backgrounds, experiences, and ideas who embrace and value diversity and inclusivity. (www.inclusiveillinois.illinois.edu).

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

Discover Thought Leadership at www.wittkieffer.com

The material presented in this position specification should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from The University of Illinois Champaign Urbana and Carle Foundation documents and personal interviews and is believed to be reliable. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.
UNIVERSITY OF ILLINOIS

The University of Illinois is one of the original 37 public land-grant institutions created within 10 years of the signing of the Morrill Act by Abraham Lincoln in 1862. It was chartered in 1867 and welcomed its first class (77 students) in 1868. The University of Illinois has been the catalyst for many advances in science, technology, and the arts. True to its core missions of excellence in teaching, research, public service and economic development, the university is a leader in discoveries that improve the health, living conditions, learning environments, safety and security for all citizens of Illinois and beyond.

The University has campuses in Urbana-Champaign, Chicago, and Springfield. The flagship campus in Urbana-Champaign is the largest of the three, situated on 1,783 acres. The twin cities' combined population is more than 180,000 and more than 200,000 in Champaign County. It is a diverse community with African-Americans representing 15 percent of the population, followed by Asians at 10 percent, and Hispanics at six percent.

The University of Illinois at Urbana-Champaign is known for its distinguished faculty, outstanding resources and variety of academic programs. Comprising the campus are world-class engineering and computer science departments, faculties dedicated to the arts and humanities, highly ranked professional schools and one of the world’s great libraries. As its reputation grows, its extensive international partnerships are expanding, creating more and more opportunities for Illinois students and faculty to work with renowned colleagues around the world.

The University of Illinois at Urbana-Champaign is a charter member of the Big Ten Conference. The Fighting Illini compete in Division I of the NCAA. The Division of Intercollegiate Athletics supports nine intercollegiate sports for men and 10 for
UNIVERSITY OF ILLINOIS AT URBANA-CHAMPAIGN

Vision
The University of Illinois at Urbana-Champaign will be the pre-eminent public research university with a land grant mission and global impact.

Overview
Founded in 1867, the Urbana-Champaign campus is among the nation’s top comprehensive public research universities. Illinois remains true to the land-grant mission – to enhance the lives of citizens in Illinois, across the nation and around the world through leadership in learning, discovery, engagement and economic development. Illinois provides strong undergraduate and graduate education programs, undertakes basic, translational and applied research, and supports outreach, extension, continuing education and other public engagement activities to multiple communities. The campus community includes more than 32,000 undergraduate students, more than 10,000 graduate and professional students, about 1,900 tenured/tenure-track faculty members, nearly 4,000 academic professionals and about 4,300 staff members. The campus is led by Barbara J. Wilson. As Interim Chancellor, Dr. Wilson is the chief executive officer for the Urbana-Champaign campus and is responsible for all financial programs, campus policies, and priorities, with the mission of ensuring a transformative educational experience for America’s next generation of leaders.

Financial Overview
Current campus expenditures are approximately $2B per year. Of this total, sponsored research project awards account for about $622M; tuition and direct state appropriations are about $680M and $240M, respectively. Each year, Illinois ranks among the top universities in National Science Foundation funded research and development expenditures.

National Stature
The University of Illinois at Urbana-Champaign is a member of the Committee on Institutional Cooperation (CIC), which is governed by the Provosts of the member universities. CIC member universities contribute expertise, resources and intellectual capital to leverage their collective strengths for innovation and impact. Collaboration is an important feature of the campus. Through the CIC, peers at all levels of the enterprise work together to solve problems collaboratively. The University of Illinois at Urbana-Champaign is also a member of the Association of Public and Land-grant Universities and the Association of American Universities.
International Presence
The University of Illinois at Urbana-Champaign is a recognized leader in international education, research and engagement. The international student enrollment of 10,393 ranks first in the nation among public colleges and universities (third among all institutions). More than 2,000 students study abroad each year, and the campus is fifteenth in the country in overall numbers. This year marked the fifth consecutive year that Illinois has been named a top producer of Fulbright Students and Scholars, ranking in the top 10 among public universities and top 20 among all universities. In 2014, the U.S. Department of Education committed more than $12.5 million to continue funding six Title VI area study centers on the campus. They include: the Center for African Studies (CAS); and the Center for East Asian and Pacific Studies (CEAPS); the Center for Global Studies (CGS); the Center for Latin American and Caribbean Studies (CLACS); the European Union Center (EUC); and the Russian, East European, and Eurasian Center (REEEC).

A Leader in Cross-disciplinary Research
The University of Illinois at Urbana-Champaign has a unique breadth of research expertise, world-renowned science and engineering programs and highly regarded strengths in agriculture, business and the humanities. Many of the technologies that enabled the modern electronic era were developed at the U of I. Today, the University is building on that tradition, working to address society’s most pressing problems by doing what is does best—interdisciplinary research that drives positive change in our communities, the state, the nation and the world.

The U of I is focused on exciting topics such as:

- Health and Wellness: Creating new devices that diagnose disease, unlocking the secrets to healthy aging, synthesizing drugs to treat illness, improving methods to rehabilitate wounded veterans and developing systems that analyze and store patient data
- Social Equality and Cultural Understanding: Exploring the ethnohistory of indigenous people, understanding the roots of bullying, studying the impact of pension reform and addressing the causes of food insecurity
- Energy and the Environment: Sustainable agriculture, access to clean water, energy solutions and the implications of “smart cities”
- The National Center for Supercomputing Applications, whose Blue Waters Supercomputer is among the most powerful in the world
- Innovative partnerships, including the Abbott-funded Center for Nutrition, Learning, and Memory; the Illinois-Sandia Research Partnership; the HATHI Trust Research Center; and the Advanced Digital Sciences Center
- The Illinois Program for Research in the Humanities, which is leading “Humanities Without Walls” – a consortium of 15 humanities institutes supported by the Andrew W. Mellon Foundation
- Six Title VI Centers in International Studies, which provide support for interdisciplinary research in a number of disciplines critical to understanding languages and cultures
- The Illinois Applied Research Institute, which partners with companies and federal agencies to solve large-scale problems
- The Illinois Plant Breeding Center, genomics in action for food, feed, fuel and flora
- The Center for Wounded Veterans, a national leader in research, services and support for veterans with disabilities
- Agricultural Research and Education Centers, state-wide field laboratories to test and demonstrate practical applications of agricultural research
- The Prairie Research Institute, with more than 1,000 research scientists and staff pursuing an applied environmental research portfolio of more than $80 million
- “Project Unica,” an initiative of the Rare Book & Manuscript Library, which produces digital files of printed books that exist only in one copy
- The Beckman Institute and the Carl R. Woese Institute for Genomic Biology, world-renowned interdisciplinary research institutes
- XSEDE, a nationwide, virtual system to share computing resources, data, and
- One of the country’s top university Research Parks (the 2011 AURP Outstanding Research Park of the Year)

The U of I is a pre-eminent public research university with a land grant mission and global impact. More information is available at research.illinois.edu.
Research Park
The Research Park at the University of Illinois provides an environment where technology-based businesses can work with faculty and students to take advantage of opportunities for collaborative research and easy access to university labs, equipment and services. Located on campus, the Research Park is a thriving technology community of more than 90 companies that employ 1,400 people in high-technology careers. Publicly traded and/or Fortune 500 firms in the Research Park include: ADM, Abbott Laboratories, Abbvie, Caterpillar, Deere & Company, Littelfuse, Riverbed, State Farm and Yahoo. The Research Park is also home to more than 50 startup companies that are commercializing technology. The Research Park at the University of Illinois was honored as the 2011 Outstanding Research Park by the Association of University Research Parks, which represents more than 700 research and science parks worldwide. In 2013, it was named by Forbes.com as a “Top 12 incubator changing the world.”

A World-Class Faculty, Distinguished Students, and Alumni
Among the campus’ most significant resources is its talented and highly respected faculty. Many faculty members are recognized for their exceptional scholarship, with memberships in the National Academy of Sciences, the National Academy of Engineering, the American Association for the Advancement of Science, American Academy of Arts and Letters and the American Academy of Arts and Sciences. Faculty members at the University have won and received Nobel Prizes, Pulitzer Prizes, MacArthur Fellowships, Guggenheim Fellowships, Fulbright Awards, the Crafoord Prize in Biosciences, the Japan Prize, the National Book Award, the National Medal of Science, the National Medal of Technology and Presidential Early Career Awards for Scientists and Engineers, as well as awards from the National Endowment for the Humanities, the National Academy of Education, and the Alfred P. Sloan Foundation. Another prime indicator of the University’s excellence is the success of its alumni, among whom are 11 Nobel laureates, 19 winners of the Pulitzer Prize and 160 Guggenheim Fellows. Each year, students from the Urbana-Champaign campus receive some of the world’s most prestigious scholarships, including Rhodes, Truman, Marshall, Gates, Goldwater, Churchill, Luce and Fulbright Scholarships.

International Preeminence in Computing
A world leader in supercomputing, the campus is home to the National Center for Supercomputing Applications (NCSA), developer of the internet browser Mosaic™, which revolutionized the use of the World Wide Web. The Blue Waters project – a collaborative effort of Illinois, NCSA and Cray – is one of the world’s most powerful supercomputers. NCSA is a hub of interdisciplinary research.

World-Class Library
Holding the largest collection among North America’s academic research libraries, the University Library counts nearly 14 million volumes and more than 24 million items. More than one million patrons from around the world access the online catalog each week. Its world-renowned holdings include not only one of the greatest rare book and special collections (Gutenberg Bible, Shakespeare folios, Spanish Golden Age, emblem books, Audubon elephant folio and Sousa manuscripts are only a few examples), but also leading collections of Slavic and Latin American materials; music recordings and scores; legal history; agricultural, physical and engineering sciences; and unique archival material, including functioning circuitry associated with the Urbana-Champaign campus’ role as the birthplace of electronic music. The Library is home to the Mortenson Center for International Library Programs, whose mission is to strengthen international ties among libraries and librarians worldwide. More than 900 librarians from more than 90 countries have participated in its professional development programs, the only one of its kind in the world. The University Library is the only major research library of this scope and magnitude to stress public service and global access.
Comprehensive Programs

More than 32,000 undergraduate students are enrolled in nine undergraduate divisions, which together offer over 5,000 courses in more than 150 fields of study. Divisions enrolling undergraduates include the College of Agricultural, Consumer and Environmental Sciences; College of Applied Health Sciences; College of Business; College of Education; College of Engineering; College of Fine and Applied Arts; College of Liberal Arts and Sciences; College of Media; School of Social Work and Division of General Studies. The campus enrolls approximately 11,000 graduate and professional students in more than 100 programs, and is among the top universities in the number of earned doctorates awarded annually in the United States. In addition to the units granting undergraduate degrees, the following offer programs leading to graduate or professional degrees: the Graduate School of Library and Information Science; the School of Labor and Employment Relations; the College of Law and the College of Veterinary Medicine.

The Arts and Major Facilities

A major center for the arts, the campus attracts dozens of nationally and internationally renowned artists each year to its widely acclaimed Krannert Center for the Performing Arts. Designed by alumnus Max Abramovitz, an architect of New York City's Lincoln Center, the facility has four indoor theaters and an outdoor amphitheater. The Krannert Center hosts more than 350 performances each year. The University also supports two major museums: the Krannert Art Museum and Kinkead Pavilion, second in size only to the Art Institute of Chicago among Illinois general fine-art museums, with over 9,000 works of art in its permanent collection and the Spurlock Museum, a museum of world history and culture, which holds approximately 46,000 artifacts from diverse cultures and varied historical time periods. Japan House is a unique facility that provides an academic, cultural and natural setting for promoting an appreciation of Japanese culture and related Asian cultural concepts.

Other major facilities include the multipurpose State Farm Center, which hosts concerts, convocations, theater productions and sporting events; Memorial Stadium, site of Big Ten Conference football games and the Activities and Recreation Center that is among the largest recreational facilities of its kind on a university campus. The Urbana-Champaign campus is also home to Illinois Public Media (WILL-AM-FM-TV-Online), which is a not-for-profit, award-winning public media service of the College of Media. Its mission is to educate, entertain, inspire and empower audiences by providing the best of public radio and television programs, producing local content for broadcast and the Web while working with community partners to address needs and concerns.

Notable Recent Achievements and Activities of the Campus

• U.S. News & World Report’s America’s Best Colleges (2016) rated the Urbana-Champaign campus as the number 11 among public university and 41 among all national universities. There are also several undergraduate and graduate programs ranked among the top 10 by U.S. News and World Report. Some program highlights include:
  o The Graduate School of Library and Information Science’s program is ranked 1st in the nation.
  o The Department of Accounting is ranked 2nd in undergraduate programs and 3rd in graduate programs in the nation.
  o The Department of Civil Engineering is ranked 1st in graduate programs nationally.
  o The campus is 2nd in undergraduate engineering science and engineering physics.
  o The campus is 1st in the study of condensed matter physics.
  o The campus ranks 2nd in undergraduate biological/agricultural engineering.
  o The Department of Materials Engineering ranks 2nd in undergraduate programs.
  o The College of Engineering is ranked 5th in undergraduate and 6th in graduate programs nationally.
  o The College of Business is ranked 15th in undergraduate programs nationally.

• The U.S. Department of Education named Illinois one of the top 15 public four-year colleges with high graduation rates leading to high incomes.

• Business Insider ranked Illinois 15th among the top 20 universities that are most likely to land graduates a job in Silicon Valley.

• Illinois named a top producer of Peace Corps’ volunteers.

• In 2015, the Annual Ranking of World Universities (Shanghai Rankings) listed Illinois as 29th in the world and 8th among U.S. publics.

• Open Doors ranks the Urbana-Champaign campus third (first among public universities) in the number of international students.
CHAMPAIGN-URBANA, ILLINOIS

Champaign-Urbana is more than just the home to the University of Illinois – the twin cities are two of the most cosmopolitan in the state. With a combined population of about 180,000, Champaign and Urbana feature top-notch restaurants, concert arenas, and parks and recreation facilities. People come to the University of Illinois for outstanding career opportunities. But they stay here because they find a community that makes it easy to balance work with family, and achievement with satisfaction. It doesn’t take long for newcomers to realize that Urbana-Champaign is a wonderful place to call home.

Champaign-Urbana is consistently ranked as a great place to live and work. Combining natural Midwestern beauty with cultural resources typically found in larger metropolitan areas, the twin cities retain the charm, friendliness, safety and affordability of smaller communities. Housing, entertainment and living expenses are comparatively low. That translates into fewer dollars spent on staples and more in your pocket to explore your passions. Easy commutes, a designated “bike-friendly” community and an award-winning mass transit system (free with campus ID) make it quick and simple to get from here to there.

Outdoor enthusiasts can enjoy 80 parks spanning nearly 1,000 acres in Champaign-Urbana alone. A wide variety of outdoor sports and activities such as swimming, boating, fishing, hiking, camping, biking and cross-country skiing at one of three major forest preserves in Champaign County are just minutes away from virtually any address in the community. And moving outward into one of the neighboring counties opens thousands more acres of natural areas up for exploration. Golfers enjoy nine public golf courses within 15 miles of Champaign, and three private clubs. The annual Illinois Marathon is becoming a highlight on the Midwest’s running circuit, and brings thousands of athletes, spectators and volunteers together for a weekend of races and activities.

Champaign-Urbana is on an accelerated development track, emerging as a leading example of a “micro-urban” community—a population center of less than 250,000 with a set of highly desirable attributes commonly found in larger cities. The vibrant arts/culture/nightlife scene, internationally diverse population, strong technology base and commitment to societal issues coupled with a world-class university make this community a destination for professionals of all kinds.

For those with a travelling spirit, a three-hour car or train ride leads to Chicago, St. Louis or Indianapolis, and major sporting events, world-class museums or dinner at renowned restaurants. Amtrak, Greyhound and American Airlines offer daily transportation allowing easy and quick access to almost anywhere in world.
INTRODUCTION

The Carle Foundation is a not-for-profit, locally owned and operated health care system that manages Carle Foundation Hospital, Carle Physician Group, Carle Hoopeston Medical Center, Health Alliance Medical Plans, and many other health care services. For 80 years, The Carle Foundation has stayed true to its mission of improving the health of our central Illinois community by providing compassionate, patient-centered health care, coupled with state-of-the-art medical treatment, life-saving emergency services, and proactive health education programs.

SYSTEM DESCRIPTION

Based in Urbana, Ill., The Carle Foundation is the not-for-profit parent company of a vertically integrated network of healthcare services. At its core are Carle Foundation Hospital, Carle Hoopeston Regional Health Center, Carle Physician Group and Health Alliance Medical Plans. Together, these health care companies employ more than 6,000 people throughout east central Illinois.

The 393-bed Carle Foundation Hospital is a Level I Trauma Center and Level III Perinatal Center, and the hospital has achieved Magnet® designation, the nation’s highest honor for nursing care. The Mills Breast Cancer Institute, Carle Cancer Center, Digestive Health Institute, Carle Neuroscience Institute and Carle Heart and Vascular Institute bring unparalleled and advanced diagnostic and treatment options to the region. Carle Foundation Hospital sees more than 24,000 admissions each year, delivers more than 2,600 babies and serves more 77,000 patients in its Emergency Department.

Carle Hoopeston Regional Health Center is comprised of a 24-bed critical access hospital and medical clinic based in Hoopeston, Ill., with four additional clinics serving surrounding rural communities.

Carle Physician Group, the outpatient practice serving more than 200,000 unique patients annually, is comprised of nearly 400 physicians dedicated to providing the highest quality care in 60 specialties located in 11 communities across central Illinois. Carle Physician Group also includes more than 200 advance practice providers, reflecting Carle’s leadership in collaborative practice models.

Health Alliance Medical Plans is a 400,000-member health plan offering employers and consumers HMO, PPO, POS, and Medicare Advantage product lines. Health Alliance is the only provider-owned plan in Illinois and has grown into the largest health plan in downstate Illinois. Health Alliance operates in four states.

For 80 years, The Carle Foundation has stayed true to its mission of improving the health of our central Illinois community by providing compassionate, patient-centered health care, coupled with state-of-the-art medical treatment, life-saving emergency services, and proactive health education programs.

As an integrated system, Carle remains a committed partner in strengthening the health and well-being of the communities we serve. Through local ownership and decision-making, Carle is able to leverage its assets to meet the disparate health care needs of its region (patients, referring physicians and hospitals, Critical Access Hospitals, service agencies, employers, etc.). This integrated approach gives Carle the strength and flexibility needed to address a myriad of ever evolving challenges and opportunities.
Carle Health System offers:
- The area’s only Level I Trauma Center
- The area’s only independent Level III Perinatal Service
- Top 100 Hospital in the nation
- Heart & Vascular Institute
- Cancer Center and Mills Breast Cancer Institute
- Carle Neuroscience Institute
- Digestive Health Institute
- Primary Stroke Center
- 11 regional clinic locations
- 25 departments including surgical, cardiovascular and neonatal ICUs
- The primary teaching hospital for the University of Illinois College of Medicine at Urbana-Champaign
- 3 residency programs
- Top rated health insurance plan in Illinois (Health Alliance)

The Carle Health Systems Health-Related Businesses:
- The Carle Development Foundation: Fundraising arm of The Carle Foundation
- AirLife: Emergency helicopter medical transportation services to patients throughout the region.
- Carle Home Services: Carle HomeCare; Carle Hospice; Carle Infusion Services
- Carle Medical Supply: Durable medical equipment supply store with locations in Urbana, Danville and Mattoon
- Carle Therapy Services: Comprehensive outpatient therapy services at 15 convenient locations throughout east central Illinois.
- Carle SurgiCenters and Recovery Centers: Freestanding, ambulatory surgery treatment centers in two locations (Champaign and Danville)
- Mills Breast Cancer Institute: patient care and research center
- The Windsor of Savoy: residential retirement community
- Windsor Court: Licensed assisted living, adjacent to Windsor of Savoy
- Sports Medicine
- The Caring Place: Day care center
- HSIL: Self-insurance corporation provides professional and general liability insurance for the Carle organizations
Carle Illinois College of Medicine

The Carle-Illinois College of Medicine will be the first engineering-based medical school, specifically designed to train a new kind of doctor. This ground-breaking approach seamlessly integrates the university's unparalleled assets in engineering, technology and supercomputing with Carle's nationally recognized, comprehensive healthcare system. Carle-Illinois physician-innovators will change medicine.

From the beginning the curriculum will be focused at the intersection of medicine and engineering, including clinical immersion in year 1 in both medicine and engineering. The physician engineers who train here will innovate, solving challenges by developing new devices, medications, technologies and more. The professionals we educate will advance care delivery far beyond what we can currently comprehend. Not only will their patients benefit, but the impact they make will extend to countless others who will be healthier as a result of their medical discoveries.

The new college will be uniquely positioned to transform health care delivery and outcomes for patients and the population at large. It will further Carle’s mission of serving people through high-quality care, medical research and education and will allow the campus to offer a high-impact, academic-physician training program addressing current and future health needs of society. The University will be able to meet its mission and goals of education and economic development far more effectively than it would be able to otherwise.

The next steps toward making our shared vision a reality include recruiting a founding dean, securing financial support from donors and investors and preparing a submission to the Illinois Board of Higher Education and the Liaison Committee for Medical Education for accreditation as a new college of medicine.

The work is just beginning and it will pay off in dividends for our patients and community. We look forward to realizing the potential as our physicians collaborate more with engineers to address patient needs. This college of medicine will revolutionize medical education and make local, national, and global impact.

Carle’s Medical Leadership Model

Our Dyad Leadership model provides a rational, consistent approach to physician leadership for Carle that is designed to engage physicians and support optimal delivery of care. There are four levels of formal medical leadership, with the primary difference being the scope of responsibility for each level and the time commitment.

1. Medical Director (dyad partner with administrative vice president)
2. Associate Medical Director (will have 15-20 direct reports, per industry norm)
3. Assistant Medical Director (will support Associate Medical Director, especially in areas with significant numbers of physicians)
4. Program Leads (will focus on specific clinical areas and dedicated specialty clinics)

In addition to the four levels stated above, there are Specialty Lead Physicians who serve as subject matter experts in various specialty departments.

Regardless of the formal level, each person in a medical leadership role has a common core job description and is accountable for: provider and patient satisfaction, quality of care and patient outcomes, daily operations and interdisciplinary collaboration, access to care, compliance and regulatory/accreditation requirements, and meeting strategic goals.

The medical leaders are partnered with operational directors or managers to ensure the dyad model flows down throughout the leadership teams. We support this model through enhanced leadership training, expanded opportunities for participation, and clearly defined time commitments for each leader. We achieve improved accountability and transparency, better alignment with the dyad leadership structure, and an improved practice environment for all providers.
Carle Accreditations, Certifications or Special Designations

- DNV Full Accreditation
- DNV Primary Stroke Center Accreditation
- Designation as a Level I Trauma Center and a Level III Center for Perinatal Care by the Illinois Department of Public Health
- Designation for Carle Hoopeston Regional Health Center as an Emergent Stroke Ready Hospital by the Illinois Department of Public Health
- Magnet Status for excellence in nursing care for Carle Foundation Hospital and Carle Physician Group
- Accreditation as a Chest Pain Center by the Society of Cardiovascular Patient Care
- Designation as a Lung Screening Center by the American College of Radiology
- Bariatric Surgery Center of Excellence by the American Society for Metabolic and Bariatric Surgery (ASMBS)
- Full accreditation for Inpatient Rehab, including Stroke Specialty, by the Commission on Accreditation of Rehabilitation Facilities (CARF); Brain Injury Specialty Certification
- Accreditation for AirLife by the Commission on Accreditation of Medical Transport Systems
- Certificate of Accreditation with commendations for the Carle Cancer Registry from the Commission on Cancer; Academic Comprehensive Cancer Program through 2017
- Emergency Department Approved for Pediatrics (EDAP)
- Sponsoring institution for an ACGME Accredited General Surgery Residency Program

Carle Notable Accomplishments

- 2015 Notable Healthgrades awards:
  - America’s 100 Best Award™ (2 yrs. in a row)
  - America’s 100 Best Hospitals for Critical Care
  - Top 5% in the nation for critical care, and top 10% in the nation for stroke, pulmonary, and gastrointestinal care, with Excellence Awards in all four specialties
  - Distinguished Hospital Award for Clinical Excellence™ (3 yrs. in a row)
- Most Wired Award by Hospitals & Health Networks – 2012, 2013, 2014
- 100 Great Hospitals of 2014 by Becker’s Hospital Review
- Innovation of the Year by the Illinois Critical Access Hospital Networks (ICAHN) for high school safe sex education programming (Carle Hoopeston Regional Health Center)

Carle Health System

By The Numbers - 2014

Service area population 1,309,279

Carle Foundation Hospital

- Average daily census 327.43
- Inpatient admissions w/ newborns 24,494
- Births 2,650
- Neonatal Intensive Care Unit patients 549
- Emergency Department patients 77,291
- Trauma patients 1,157
- Outpatient visits 982,181
- Outpatient/inpatient/ASC surgical pts. 19,644

Total employees 6,595

- Carle Foundation 5,765
- Health Alliance 675
- Hoopeston 155

Total unique patients enrolled in Financial Assistance 31,608

- Carle Foundation Hospital 22,480
- Carle Physician Group 26,940
- Carle Foundation Physician Services 1,519
- Hoopeston Regional Health Center 2,039

Carle Physician Group

- Annual visits 804,179
- Total unique patients served 168,176
- Physicians 413
- Percentage board certified 88%
- Midlevel providers 272
- Specialty and subspecialty areas 80
- Communities 14

Health Alliance Medical Plans

- Number of members 405,343
- Medical expense ratio 91.7%

Community Impact Statistics

- Dollars spent with local vendors 7,800,000
- Payroll and benefits 575,835,000
- Reinvestment in capital 76,281,916
- Net patient service revenue 709,757,000
- Property taxes paid in 2014 1,823,528
Carle: An Effective and Efficient Healthcare Delivery Model For the Future

The Carle integrated health care system serves as a model for effective and efficient healthcare delivery throughout east central Illinois and throughout the nation. The Carle system is designed to deliver high-quality health care at the lowest appropriate cost while providing exemplary community benefits.

Through local ownership and decision-making, Carle is able to leverage its assets to meet the disparate health care needs of its region (patients, referring physicians and hospitals, Critical Access Hospitals, service agencies). This integrated approach gives Carle the flexibility needed to address a myriad of ever evolving challenges.

The financial model that underpins this integrated approach ensures that adequate resources are available to best meet current and future demands of a rapidly changing healthcare regulatory and reimbursement environment.

Optimal Healthcare Delivery

Carle’s model ensures that primary care, specialty care, and inpatient care are delivered in a seamless environment built upon a system-wide electronic medical record, evidence-based medicine, and a focus on continuous quality improvement. An environment where well-trained and credentialed physicians, technology, information systems, and relentless quality improvement lead to nationally-recognized outcomes for patients.

By employing a large, multi-specialty physician group, Carle is able to align outpatient and inpatient care, incentivize high-quality performance, maintain flexibility to change as technology and regulatory influences evolve, and ensure seamless flow of patients into and throughout the system. By extending physician services throughout the region, Carle is able to conveniently deliver ambulatory health care locally while creating a destination tertiary hospital for advanced inpatient and outpatient care.

This integrated model is highly attractive to providers – doctors, midLevels, nurses, technicians - because it allows for a comprehensive approach to medical care in a forward-thinking environment. Complementing the integrated model is Carle’s long-term commitment to medical education and research. Through its residency programs in Family Medicine, Oral and Maxillofacial Surgery, Geriatrics Fellowship and General Surgery, and its partnership with the University of Illinois’ Internal Medicine residency program, Carle places a priority on training physicians in an integrated healthcare delivery system that prepares them for practicing medicine in a quality-driven, efficient environment. Supporting this commitment is a robust CME program, nursing education and training programs, and training programs for ancillary technicians. As significant shortages of healthcare providers loom, Carle is well-positioned to attract and retain the personnel it needs to continue serving its patients and communities. Without this model, Carle would not have the same appeal, recruitment would be a much bigger challenge, and access to health services would be greatly reduced for patients.

Good patient care is always expected, but Carle strives to move beyond the expected and reach for the exceptional through its unique research program focused on turning the latest medical knowledge into practical applications for the patient. Carle physicians, nurses, residents and scientific research partners from other entities, including the University of Illinois at Champaign-Urbana, are engaged in multiple projects, working together to turn lab discoveries into practical applications leading to better patient care. Carle’s integrated model provides a comprehensive natural laboratory where research, education and quality patient care all combine to give patients hope and healing.

With its health plan (Health Alliance Medical Plans), Carle ensures accountable care is delivered in a cost-effective way. With the availability of robust data sets from both the provider side and the payor side, Carle is poised to meet the demands of coordinated care, value-based purchasing, and patient-centered medical homes where all stakeholders are aligned to maximize value to patients, employers and payors through a holistic perspective on cost, quality, and access.

Carle’s integrated system provides the framework necessary to respond and adapt to these external factors. Capitalizing on the three major components of healthcare delivery – physicians, hospitals, health plan – Carle is able to focus on reducing costs in a way that aligns all stakeholders toward a common goal. With significant downward pressure on reimbursement, controlling costs throughout the system is a strategic imperative and a requirement for future financial viability.

As reimbursement (revenue) is becoming increasingly tied to quality and service performance, the only way to ensure optimal performance is to formally align the various participants in the health delivery process (doctors, hospital, payors, and patients). Only through this alignment can a health system achieve the high-level performance necessary for quality, efficiency, cost reduction and access.

A Unique Model for Illinois, a Proven Model Nationally

Carle’s integrated model may be somewhat unique in Illinois but it is similar to successful models from other parts of the country. Systems such as Geisinger and Intermountain employ similar models and are often touted as the nation’s best models for achieving the outcomes demanded by patients, employers and the government. Each of these models includes hospitals, employed physicians, and a captive health plan as the necessary core elements of an efficient and quality-driven organization. Carle’s model is predicated on the same principles of self-direction and alignment in order to fully meet all stakeholder demands. Through this model, Carle can make the necessary investments to improve systems of care, not focus solely on incremental improvements in one area of healthcare delivery. Furthermore, Carle’s model is physician-led and patient-centered. Physician leadership and physician participation in all strategic and operational decisions creates an environment focused on what is best for the patient - clinical quality and efficiency.
The Role of Health Alliance Medical Plans

Managing the health of individual patients is something Carle has excelled at and many other healthcare organizations are good at, but managing the health of populations requires a more comprehensive approach through an integrated system.

By including a robust insurance plan within its integrated system, Carle is able achieve what most other systems cannot—a real alignment of payor and provider with a common goal of high-value healthcare. The close relationship with the payor provides a roadmap to higher quality and more efficient care through coordinated programs to reduce readmissions, establish medical homes, motivate patient compliance, enhance disease management, and to pursue healthy lifestyle choices.

Health Alliance provides the mechanism to ensure that patients, employers and the government are getting maximum value for their healthcare dollar. As a nationally recognized health plan, Health Alliance has demonstrated an unmatched record of quality, efficiency and member wellness. The opportunity for providers to work with a health plan on demonstration projects, population health management, quality improvements, and access gives Carle a head start on what is being demanded by the federal government as part of health care reform.

Carle’s Financial Model Maximizes Return to the Community

As a not-for-profit, community-based organization, Carle is not beholden to any external owners or shareholders. As such, any revenues in excess of expenses are returned to the organization to further its mission and support regional health care delivery. This allows Carle to invest in appropriate technology and human resources to advance health care in alignment with community and regional need, to fund necessary services that operate at a loss, and provide needed care to those who cannot afford it.

Carle has one of the nation’s leading charity care programs and its overall community benefit is unmatched in east central Illinois. The same principles of integration and high-value healthcare create the ability to extend community benefit to those who need it most through a community-based health system. The recent integration of the Carle system in 2010 greatly expanded its ability to serve uninsured and under-insured for a much wider range of health care services in both the outpatient and inpatient settings. The very model of integrated health services is what has allowed Carle to exceed its peers in giving back to the community and fulfilling its mission.

Cost, Quality and Access

These are the three primary goals of healthcare—deliver appropriate access to high quality healthcare at the lowest possible cost. Historically, healthcare organizations were able to deliver on two of the three. For example, low-cost, high-quality care could be delivered but access would be reduced. High-quality care that is widely available could be offered but only at a high price.

Because of its integrated model and aligned components, Carle is breaking through this barrier. Carle’s mission and structure is designed to achieve all three goals allowing Carle to become a national leader in healthcare delivery. By aligning the delivery and financing of healthcare, Carle is able to pursue cost-reduction goals, quality improvement goals, and develop better access models to ensure high-value healthcare to its communities and stakeholders.

A Culture of Health

Carle’s goal is to be known for advancing a culture of health among patients, employees, physicians and partners, with the ultimate goal of improving the health of our communities.

As an integrated healthcare delivery system, Carle will foster this culture by relentlessly pursuing the highest standards of clinical practices, quality outcomes and the patient-focused experience. Carle will become a center for medical innovation through research, education and technology. And, Carle will extend its commitment to health through employee wellness programs, innovative healthcare delivery models, insurance product design, partnerships with area providers, and community outreach efforts.

By applying this vision to everything it does, Carle will continue to be a trusted leader in the region; redefining and enhancing the value of healthcare for the people it serves.
New College.
New Medicine.