

New York Medical College

# School of Medicine Strategic Plan

Gap Years 2020-2021

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## Dean's Message

As the new dean for New York Medical College School of Medicine (NYMC SOM), I am very appreciative of the dedicated faculty and staff who have provided input to this strategic plan for the gap years 2020-2021. The goal of this plan is to highlight key initiatives that were begun under the previous five-year strategic plan, but not yet completed, and to add new areas of focus that reflect more recent activities and goals. The important mission of the SOM continues to guide our future direction. The strengths of the SOM include our outstanding faculty and staff, our enthusiastic, bright students and our shared commitment to excel in the delivery of our mission.

NYMC has a long and rich tradition of providing excellent training to students and residents that has emphasized the humanistic aspects of medicine and the importance of diversity, while addressing bias. Today, more than ever in our lifetimes, our goals should be to speak up and provide the tools to our learners to address health inequalities, bias and racism in medicine. These goals also come during the time of the worst pandemic this country has seen since 1918. This has created additional challenges to all of us, but especially to our students.

Our faculty and staff have risen to the challenge, adapting to the new reality in medical education. I remain optimistic that we will continue to provide the best training possible for our future and emerging health care providers, educators and investigators. We continue to add new affiliated sites to provide our students with many options for their clinical rotations. In addition, we remain committed to expanding our programs that support diversity and inclusion. Finally, I am proud of the recent growth in research initiatives that continue to support our learners and faculty. An early sign of success is that student presentations at the annual Medical Student Research Forum increased by 50 percent in February 2020.

In January 2021, we will embark on a School-wide strategic planning initiative to develop the next five-year strategic plan. A strategic planning team will be assembled to review the SOM mission and vision as well as engage in an inclusive, open and evidenced-based self-study process that builds on our strengths, sets new goals, and engages with multiple stakeholders.

Sincerely,



Jerry L. Nadler, M.D., MACP, FAHA, FACE  
Dean, School of Medicine  
Professor of Medicine and Pharmacology

## Executive Summary

At New York Medical College School of Medicine (NYMC SOM), strategic planning is one of the major steps that the school uses to set priorities, leverage strengths, mitigate risks and navigate the competitive landscape. The resulting strategic plan serves as a framework for determining the direction the SOM should take to achieve its desired future in alignment with institutional priorities.

The strategic planning team for the SOM involved members of the Education Quality and Improvement Program (EQUIP), the SOM Dean's Senior Leadership Team, and input from additional NYMC stakeholders. The planning team used a crosswalk approach to initiate the SOM 2020-2021 strategic plan framework. This helped to highlight priorities and ensure that SOM resources would be allocated to align with commitments, making the two-year strategic plan both aspirational and feasible. The strategic pathways, themes, and goals were aligned to guiding statements, planning documents and regulatory requirements within the SOM and across the institution. Examples of materials referenced include:

- College and school-specific mission, vision, and value statements
- College and school-specific strategic plans and assessment plans
- NYMC Enterprise Risk Management (ERM) Plan
- College and school-specific accreditation standards and compliance reports (e.g., Middle States Commission on Higher Education (MSCHE), Liaison Committee on Medical Education (LCME))

### Goals, Tactics, and Expected Outcomes

The SOM strategic plan 2020-2021 puts forth 6 over-arching goals that are designed to leverage the School's dynamic capabilities and to focus on adding value. Each goal incorporates key tactics to emphasize achievable actions. Expected outcomes are projected and described in tangible terms that reflect accountability, further illustrating the aim of NYMC SOM.

### Assessment Methods

The School recognizes that measuring is a critical step in monitoring systems-based changes and in determining whether changes lead to improvement. The SOM applies a variety of measures and collects information from multiple sources to create a comprehensive approach to assessment that informs our CQI and strategic planning processes.

- **Outcome measures** are results oriented. Quantitative and qualitative data can be used to create benchmarks and thresholds, enabling comparison of performance over time and across institutions.
  - *Examples include United States Medical Licensing Examination (USMLE) Performance, matching rates in graduate medical education*
- **Process measures** help inform whether the parts and steps in a system are performing as planned and whether improvement efforts are on track.
  - *Examples include policy compliance, enrollment goals, survey data, budgets*
- **Balancing measures** identify different perspectives of a system and help inform whether changes designed to improve one part of the system are causing new problems in other parts of the system.

- *Examples include evaluating how changes to an initiative might impact budgets, sufficiency of support, timelines, space utilization*
- **Quality measures** help gauge effectiveness of expectations and generally show improvement in accuracy, reliability, competence, responsiveness, and compliance.
  - *Examples include performance data, survey data, national rankings, audits*
- **Efficiency measures** look specifically at productivity data and cost effectiveness.
  - *Examples include turnaround time on projects and processes, number of students graduating to number of students enrolled*

#### Data and Information Sources

NYMC SOM collects data and information from a wide variety of sources to monitor the strategic planning process.

- *Examples of information sources include internal tracking tools, data from software systems (Banner, LEO), aggregated evaluation and survey results (College, National), USMLE data and the National Residency Match Program information*

#### Timeline

- Gap Year Plan: Jan 2020 – Dec 2021
  - Annual assessment reports: Dec 2020, Dec 2021
- Five Year Plan: Jan 2022 – Dec 2026
  - Launch Taskforce: Jan 2021
  - Submit proposed plan for approval: Nov 2021

## Guiding Statements

The SOM mission and vision statements reinforce our purpose. They help us to communicate “who we are” and set the direction that we aim to pursue. It is our shared values, however, that continue to guide our journey and reinforce the SOM’s goals to be inclusive and to address health inequalities, racism and bias in medicine.

### **School of Medicine Mission Statement**

The NYMC School of Medicine improves health through medical education, biomedical research and service to patients, their families and the community. This is accomplished through the skill and dedication of faculty, learners and staff in partnership with stakeholders and supporters.

### **NYMC School of Medicine Vision Statement**

The NYMC School of Medicine will be the flagship academic unit of a leading national health sciences college and international university system. We will positively impact our communities by continuously advancing educational excellence and scientific innovation, while improving health care.

### **NYMC Guiding Values**

At New York Medical College, we teach that while being educated and skilled is critical to success, to truly make a difference and fulfill the duties and responsibilities that the medical and health service professions require, our students must also be compassionate. They must perform ethically and with empathy, delivering patient-centered care that provides emotional

as well as physical benefits. To that end, we emphasize the following values that are infused throughout the curriculum and are an integral part of the overall culture at NYMC.

**Humanism** – At the most basic level, our students must see their patients as people first. Though there may be a presenting illness or infirmity, focusing solely on the flaw can be dehumanizing, and can distance the care provider from the person he or she is treating. By learning early on that patients are more than just their problems, our students are able to provide compassionate care while engaging with and treating the whole person.

**Cultural Competency** – Our community and the communities in which our students will learn to practice are diverse. Yet cultural competency is more than merely being respectful and accepting of difference. It's also about being attuned to cultural values and cues. Language differences, beliefs about the body and medicine, varying socioeconomic and educational levels, and feelings of pride and shame relating to gender and ethnicity are present in every interaction. Being mindful – if not fluent – in these cultural issues can make all the difference in the world.

**Intellectual Curiosity and Scientific Inquiry** – In their educations and in their careers, students are expected to seek out, master, and respond to the latest advances in their fields of study. At NYMC, we also educate students to be active participants and pioneers. Whether by conducting basic, clinical, or translational research, or simply challenging assumptions and testing established practices in their work, our students are never satisfied with pat answers and the status quo.

**Professionalism** – At all times – in thought, speech, and action; in presentation and in performance; with peers, colleagues, and patients – our students are expected to act professionally from day one. In other words, they must always be ethical, respectful, conscientious, prepared and accountable. Everywhere they go, in everything they do, our students understand that they represent NYMC and their own personal and professional integrity.

**Multiple Modes of Learning** – There are more ways to learn than simply through classroom and lab work. NYMC offers numerous opportunities for our students to enhance their curricular lessons, such as through student organizations, community service, research projects and internships. These activities help to build leadership skills, offer access to new knowledge and information, and enable students to broaden their perspectives and make friends and future professional contacts.

**Aptitude for Patient Care** – The best reasons for providing patient care shouldn't be a big paycheck. A strong desire to help people and the ability to provide exceptional care comprise the key traits every medical and health service professional should possess. Some of these things can be taught, but we find that NYMC students self-select our school because they truly wish to make a difference in people's lives.

**Interpersonal Skills** – In dealing with peers, faculty, and especially patients, it is essential to be an effective communicator. We expect our students to say what they

mean, mean what they say, and be gracious, respectful, and flexible at all times. Strong interpersonal skills make students better able to work as part of a team and to engender support from fellow students and faculty.

### **NYMC School of Medicine Values**

Operating under Jewish auspices and consistent with diverse cultural traditions, the SOM has a strong commitment to academic excellence and community service. Our values are illustrated in the word cloud, which reflects the School of Medicine's and our affiliates' joint commitment to an optimal learning environment.



### **SOM Strategic Themes and Pathways**

To guide the SOM towards its vision, strategic themes and pathways were used to build a focused framework from which priorities and goals emerged. The three overarching themes were carried over from the past SOM strategic plan as they continue to broadly apply to the School's mission and align with the six pathways and specific goals for 2020-2021.

#### Themes

- **Organizing for Excellence** – functions and portfolios must reflect a commitment to serving the needs of the School's customers – our faculty, learners and patients.
- **Building True Partnerships** – the imperative to seek out and solidify needs-based relationships that foster organizational and individual sharing of essential skills, capabilities and best practices.
- **Impacting our Communities** – whether internal customers or external stakeholders, recognizing the core need for a greater emphasis on measuring what the School does and will do for the communities it serves and our affiliates' joint commitment to an optimal learning environment.

## Pathways

- **Medical Education Excellence**
- **Innovation with Impact**
- **Cultivate Long-Term, Value-Added Partnerships and Programs**
- **Faculty Rejuvenation and Growth**
- **Commitment to Diversity, Equity and Inclusion**
- **Focus on Brand Value and Reputation**

### SOM Strategic Plan – Gap Years 2020-2021

The School's strategic planning process identified several specific goals, tactics, and measurable outcomes.

#### **Medical Education Excellence**

**Goal 1 - Build upon demonstrated excellence in medical education and leverage dynamic capabilities.**

**Tactic 1.1 - Redesign the M.D. Program curriculum to fully integrate basic and clinical sciences, humanism, and population health**

#### **Expected Outcomes**

- 1) Multiple stakeholders across the curriculum will engage in a comprehensive curriculum redesign process to prepare future physicians.
  - a) Evidence will support that best practices informed the development of an integrated framework and assessment system.
- 2) A Health Systems Sciences (HSS) thread will be developed and delivered across the curriculum.
  - a) Intersession Modules encompassing focused HSS education will be delivered during the pre-clinical curriculum.
  - b) HSS themes will be incorporated throughout the curriculum, including elective rotations.
  - c) Student participation in Institute for Healthcare Improvement (IHI) learning modules will be increased.
- 3) The SOM will further integrate bias, health disparities, and systemic racism across the four-year curriculum.
- 4) Opportunities for interprofessional education and collaboration across the curriculum will be enhanced.
  - a) A comprehensive curricular map to link objectives of the M.D. Program to the core competencies set forth by the Interprofessional Education Collaborative (IPEC) will be completed.
  - b) The current and potential opportunities for learner engagement between medical students, learners from other disciplines and interdisciplinary teams will be inventoried.



- 5) The self-directed learning (SDL) experiences within the curriculum be strengthened.
  - a) An in-depth analysis on the quality and effectiveness of SDL experiences administered in the pre-clinical curriculum will be performed and reported.
  - b) The learning resources will be supplemented to improve SDL knowledge and application for faculty and students.

### Tactic 1.2 - Launch an Academy of Educators

#### Expected Outcomes

- 1) A proposal for the Academy of Educators program will be submitted for approval.
  - a) A comprehensive Faculty Needs Assessment will be developed and administered to inform educational planning.
- 2) The initial phase of the approved proposal will be funded.
  - a) A projected budget will be submitted for approval.
  - b) Sources of revenue will be identified.
- 3) The initial phase of the approved proposal will be implemented.
  - a) Functions related to program oversight and administration will be clarified in an organizational chart.
  - b) Faculty members will be appointed to serve on Academy-related committees and taskforces, recognized as core educators, and other functions as identified in approved proposal.
  - c) A diagram that illustrates the infrastructure of the Academy will be approved.
- 4) The Academy will develop and deliver educational activities and learning resources.
  - a) Activities delivered by the Academy will be coordinated with the SOM faculty development activities, the Office of UME Grand Rounds, and other similar SOM initiatives.
  - b) A schedule of events will be publicized.
- 5) Leadership involved in Academy program development will work with NYMC Public Relations to discuss branding and promotion.
  - a) The Academy will have an online presence through the NYMC web page and/or Health Systems Library web page.
  - b) The Academy will develop promotional materials to announce the program to internal and external customers (e.g., press release statement, brochures, social media, interviews).

### Tactic 1.3 - Augment student support services

#### Expected Outcomes

- 1) The SOM Career Advising program will be strengthened to support career exploration and choice, as evidenced by the following:
  - a) Promoting available resources and activities of the student career interest groups across multiple platforms.
  - b) Providing supplemental training for student advisors, mentors, and career coaches.
  - c) Consolidating resources using the NYMC web site and Learning Management System.
- 2) The Office of Academic Support will be expanded, as needed, to meet demand and utilization.

- a) An in-depth analysis on the sufficiency of support staff will be conducted.
- 3) Student Mental Health and Wellness resources will be promoted across multiple platforms.
  - a) The SOM will provide increased access to vetted mental health and wellness resources for students both on and off campus.
  - b) The SOM will implement initiatives to improve faculty, student, and staff awareness and recognition of mental health issues.
- 4) Information and Education Technology resources will be fortified.
  - a) The SOM will strategically invest in technology to ensure resources are sufficient in scope to achieve program missions.
  - b) The SOM will provide faculty development to address best practices in virtual/online teaching and educational delivery.

#### Tactic 1.4 - Expand support of other SOM Programs

##### Expected Outcomes

- 1) The SOM will bolster graduate medical education (GME) initiatives at affiliated sites as evidenced by the following:
  - a) Qualitatively enhancing GME programs by developing and incorporating new rotations at primary or participating sites that are centers of clinical excellence.
  - b) Selectively creating new GME programs in areas where there are recognized clinical and educational needs and where adequate GME funding support is available.
  - c) Linking required preliminary PG-1 Years to core residency programs to provide residents and hospital faculty and staff with greater continuity and familiarity with the clinical learning environment.
  - d) Extending College resources to GME programs to support the learning environment and the career advancement of residents including availability of medical education technology, academic evaluation and remediation, writing specialists, research infrastructure and biostatistical consultation.
  - e) Further development of resident wellness and resilience initiatives.
  - f) Increasing the number of GME programs offering Shomer Shabbos positions.
- 2) Innovation advancements in the continuing medical education (CME) program will be supported.
  - a) The use of an Electronic Education Data System (*eeds*) for CME tracking and reporting to develop targeted educational initiatives will be documented.
  - b) Planning will include continued development of educational activities and initiatives that support Maintenance of Licensure (MOL), Maintenance of Certification (MOC), and Point-of-Care (POC) learning.
- 3) The Bioethics and Humanities Program will be revitalized.
  - a) The Master of Science Program will enroll initial cohort of students.
  - b) A proposal, budget, curriculum, and assessment system will be developed and approved.
  - c) The administrative infrastructure needed to launch the program will be implemented (e.g., job descriptions, faculty and staff, policies, procedures, etc.)
  - d) A certificate program will be developed.
  - e) Branding and marketing campaigns will be coordinated with NYMC Office of Public Relations.

## Innovation with Impact

Goal 2 - Broaden teaching, research, and scholarship opportunities to foster an environment of interdisciplinary inquiry and shape the healthcare landscape.

### Tactic 2.1 - Foster a research and scholarship environment

#### Expected Outcomes

- 1) The SOM will reestablish the Research Support Services Committee.
  - a) A Faculty Needs Assessment Survey will be administered to inform SOM planning in support of faculty research.
  - b) Grant writing resources will be made available.
  - c) Seed funding opportunities and research incentives will be expanded.
  - d) Mentoring opportunities for new researchers (students, junior faculty) will be enhanced.
- 2) The SOM will increase contributions to scholarship funds to support student research.
  - a) Faculty stipends will be increased for mentors who work with students in their research.
- 3) The SOM will support student leadership positions to facilitate medical student contributions.
- 4) Research training and education will be further integrated into SOM programs.
- 5) Student participation in the NYMC Medical Student Research Forum (MSRF) will be expanded.

### Tactic 2.2 - Recognize innovation in educational practice, research and scholarship

#### Expected Outcomes

- 1) The SOM will pursue innovations across multiple areas of educational design:
  - a) Educational content:
    - Implement Point-of-Care ultrasound training in program curriculum.
  - b) Educational delivery:
    - Develop best practices in virtual classrooms (e.g., hybrid, small-group, self-directed learning).
    - Expand online educational resources (e.g., enduring materials, professional development).
  - c) Educational assessment:
    - Enhance competency-based assessment tools and training (e.g., revised student evaluation forms, professional development).
    - Further incorporate Entrustable Professional Activities (EPAs) and milestones into centralized assessment system.
  - d) Educational scholarship:
    - Promote resources for students, residents, faculty and staff that support the development of posters, presentations and publications.
    - Collaborate with the Institutional Review Board (IRB) to increase the output of educational research.
- 2) The SOM will identify opportunities to support and recognize innovation.

- a) The SOM will initiate a Research Incentive Plan and explore additional awards, budgeted line items and time allocation to support innovation.
- b) The SOM will align strategies with the Academy of Educators to reinforce the added values of inquiry, collaboration, achievement and recognition.

**Tactic 2.3 - Communicate SOM achievements, collaborations and opportunities in teaching, research, and scholarship to internal and external stakeholders**

Expected Outcomes

- 1) The SOM will deliver consistent communication across multiple platforms.
  - a) A SOM Dean’s Research Newsletter will be designed and distributed.
  - b) The SOM will utilize the learning management system (LEO) to centralize research information for students.
  - c) The SOM will work with the Office of the Dean and Public Relations to routinely contribute content for promotional purposes (e.g., newsletters, InTouch, online content for NYMC and the Associated Medical Schools of New York (AMSNY)).
- 2) The SOM will ensure sufficient channels of communication are available to actively listen and solicit input from students, faculty, staff, researchers and community members.

**Cultivate Long-Term, Value-Added Partnerships and Programs**

**Goal 3 - Reinforce and expand strategic partnerships and programs in shared pursuit of academic, scientific, and medical excellence.**

**Tactic 3.1 - Optimize clinical instruction resources and site development**

Expected Outcomes

- 1) A SOM Dean's Affiliation Committee will be formalized to prioritize site development and to monitor student experience.
  - a) The SOM will increase and enhance sites for core and elective rotations in the M.D. Program
  - b) A collaborative system with TCUS will be implemented to improve overall site management and clinical placements.
  - c) A comprehensive review of the organizational structure and job descriptions associated with affiliated site management will be completed.
  - d) Tools to communicate, consolidate, and track site information, such as contact lists, site profiles and feasibility assessments, and agreements will be developed, maintained, and accessible to team members.
- 2) Professional development resources will be developed for affiliated faculty, residents and fellows.
  - a) A targeted Needs Assessment Survey will be developed and administered to inform future resource development with affiliated programs.

### Tactic 3.2 – Create and sustain a culture of joint governance and transparency in communications

#### Expected Outcomes

- 1) The SOM will demonstrate measures of success as follows:
  - a) Providing transparency around its organizational structure.
  - b) Establishing clearly defined, effective and inclusive shared governance structure.
  - c) Engaging in comprehensive organizational assessment.
  - d) Promoting open dialogue and embody a culture of transparency and openness.
  - e) Facilitating the development of an institutional emergency preparedness plan.

### Tactic 3.3 – Strengthen SOM relationships with alumni, affiliated sites and communities served

#### Expected Outcomes

- 1) The SOM will foster community engagement and outreach programs to enhance student learning, SOM brand and program awareness and to maximize well-being in the communities we serve.
- 2) The SOM will enhance community outreach as it relates to curricular activities, increasing philanthropy and growing alumni relations.
- 3) The SOM will work with NYMC Office of Public Relations to develop marketing strategies for enrollment, opportunities for co-branding with affiliates and increased social media engagement.

### Tactic 3.4 – Evaluate current strategic partnerships and programs

#### Expected Outcomes

- 1) The SOM will inventory research collaborations and pipeline programs.
  - a) An Assessment Report with SWOT Analysis will be completed.
- 2) The SOM will inventory service-learning participation and population health research projects.
  - a) An Assessment Report with SWOT Analysis will be completed.

## Faculty Rejuvenation and Growth

Goal 4 – Strengthen the School by growing and rejuvenating its faculty complement, and by structuring the organization to better align with our strategic focus, perceived customer needs and community opportunities.

### Tactic 4.1 - Further develop the Office of Faculty Affairs

#### Expected Outcomes

- 1) The SOM will continue to build the necessary infrastructure to support the goals of the department, to include:
  - a) managing faculty complement, hiring diversity, skill-set mix, career development and faculty performance evaluation (in concert with chairs).
- 2) The Office of Faculty Affairs will be expanded, as needed, to meet demand and utilization.
  - a) An in-depth analysis on the sufficiency of staffing and support will be developed.

### Tactic 4.2 – Develop comprehensive faculty recruitment, retention, and succession plans

#### Expected Outcomes

- 1) The SOM will strive to recruit a faculty that is diverse and inclusive.
- 2) The SOM will support and continuously develop the skills of faculty members.
  - a) The guidelines for faculty promotion and tenure will be reviewed and updated.
  - b) The SOM will invest in platforms to support faculty portfolio development.
- 3) The SOM will identify opportunities to recognize outstanding faculty performance and create meaningful incentives.
  - a) A Dean’s Award for Excellence will be established.
  - b) A Research Incentive Plan will be developed.
- 4) Professional development opportunities will be enhanced.
  - a) The SOM will engage faculty in the Academy of Educators.
  - b) Learning activities focused on facilitating small-groups and self-directed learning will be made available.
  - c) Focused learning activities associated with onboarding faculty, as well as resources for residents and fellows as teachers, will be developed.

## **Commitment to Diversity, Equity and Inclusion**

Goal 5 - Cultivate a diverse and culturally competent student body and workforce, integrate and advance inclusion excellence, instill equity-mindedness and enhance engagement with the communities served by NYMC SOM.

### **Tactic 5.1 - Further develop the Office of Diversity and Inclusion (D&I)**

#### Expected Outcomes

- 1) The SOM will continue to establish the infrastructure necessary to support the goals of the department.
  - a) The SOM will pursue sufficiency of staffing and support.
  - b) The SOM will support the Office of D&I in developing an action plan to implement approved proposals.
  - c) The SOM will provide ancillary support across offices and departments to reinforce the Office of D&I.

### **Tactic 5.2 - Increase opportunities for diversity and inclusion scholarships and bursaries**

#### Expected Outcomes

- 1) Resources to assist students with scholarship searching and application strategies, deadline reminders, and portfolio development will be made available.
  - a) The SOM will proactively reach out to students to ensure awareness and accessibility of resources.
- 2) The SOM will consolidate information on local and national opportunities via NYMC web site or another online platform.

### **Tactic 5.3 – Promote diversity, equity and inclusion in our actions and representation**

#### Expected Outcomes

- 1) The SOM will demonstrate recognition, support and promotion of diversity among students, faculty, staff, and leadership as evidenced by the following:
  - a) Expanding ongoing longitudinal research efforts that examine ways to enhance equity in the admissions processes and practices and increase the diversity and inclusion of matriculating students.
  - b) Enhancing outreach efforts that promote diversity, equity and inclusion in the communities served by NYMC.
  - c) Aligning strategies with the Academy of Educators to offer mentoring programs and to recruit diverse junior faculty from within the School's learner base.

- d) Communicating to internal and external stakeholders through multiple channels (e.g., NYMC website, newsletters, social media presence).
- 2) The SOM will deliver educational initiatives associated with diversity, equity and inclusion.
  - a) The SOM will further integrate bias, health disparities, and systemic racism across the four-year curriculum.
  - b) Professional development for faculty, students, staff and leadership will be made available.
    - i) Live and enduring activities on a wide range of relevant topics will be offered (e.g., cultural competency, unconscious bias, career advising related, LGBTQA inclusion, understanding differences, disabilities inclusion, inclusive instruction).
    - ii) The SOM will collaborate across departments, across schools, and with external partners to deliver workshops, online resources, and annual conferences.
- 2) The SOM will augment inclusivity resources and accessibility.
  - a) Educational initiatives on best practices in inclusivity will be made available.
  - b) The SOM will engage with leading experts to implement organizational improvements, provide training and support learners.
  - c) The SOM will further develop the infrastructure to support inclusivity practices.
    - i) A taskforce will be assembled to review and update policies and procedures associated with disability inclusion.

### Focus on Brand Value and Reputation

Goal 6 - Target investment, assessment, and communication strategies to convey the School's intrinsic value and expand on the relevancy, differentiation, and legitimacy of the NYMC brand.

Tactic 6.1 – Position the SOM for sustainable competitiveness in the marketplace

#### Expected Outcomes

- 1) A comprehensive, inclusive and transparent planning process will be initiated for the SOM Five-Year Strategic Plan.
  - a) The SOM mission, vision and guiding values statements will be formally reviewed, revised (if needed) and reapproved.
- 2) The SOM will engage in ongoing, integrated and institution-wide research-based planning and evaluation processes.
  - a) The SOM will partner with SHSP and GSBMS to establish shared institutional effectiveness processes.
    - i) Key Performance Indicators (KPIs) for annual program evaluations will be identified.
    - ii) Training resources for departments to develop and manage plans will be developed.



## Tactic 6.2 - Develop sustainable ways to ensure affordability, contain costs and enhance revenue streams

### Expected Outcomes

- 1) The SOM will leverage agreements with affiliated institutions to increase revenue and contain costs (e.g. faculty release time, collecting IRB fees, CME initiatives).
- 2) The SOM will explore strategies to contain tuition costs and fees while continuing to offer the highest quality education, to include:
  - a) Increasing scholarships through outside philanthropy and continued internal campaigns (e.g., Days of Giving, Founder's Dinner, White Coat Ceremony)
  - b) Proactively coordinating with academic support to encourage students on-time graduation and reduce overall indebtedness.
  - c) Reducing total student costs by providing housing during clinical rotations.
  - d) Increasing student support associated with research stipends.
- 3) The SOM will conduct an in-depth analysis on diversification of revenue streams, with a focus on the following areas:
  - a) Identifying additional sources of grant funding and opportunities for cost-sharing.
  - b) Promoting endowment opportunities and naming rights to encourage sustainable revenue source.
  - c) Exploring Intellectual Property (IP) and Tech Transfer opportunities.
  - d) Collaborating with the College to identify revenue opportunities with Clinical Skills and Simulation Center, the Comparative Medicine Facility and other tuition-based programs (e.g., Master of Science in Medical Ethics)
- 4) The SOM will continue to provide students with a variety of comprehensive resources for financial planning and management.

## Tactic 6.3 - Build visibility of SOM and showcase excellence of faculty, students and staff

### Expected Outcomes

- 1) The SOM will generate consistent promotional messaging across multiple channels.
  - a) SOM web pages will be redesigned in collaboration with the College and TCUS to improve navigation and end-user experience.
  - b) The SOM will increase social media presence and approve statements on Professionalism and Social Media.
- 2) Strategic communications from the Office of the Dean on SOM achievements in education and research will be delivered.
  - a) An administrative position to support the additional communication outreach will be established.
- 3) The SOM will collaborate with the Office of Public Relations to develop School-specific content for multiple media outlets.

## At-A-Glance

| <b>Medical Education Excellence</b>  |  |
|--|--|
| <p>Goal 1 - Build upon demonstrated excellence in medical education and leverage dynamic capabilities.</p>   | <ul style="list-style-type: none"> <li>• Redesign the M.D. Program curriculum to fully integrate basic and clinical sciences, humanism, and population health</li> <li>• Launch an Academy of Educators</li> <li>• Augment student support services</li> <li>• Expand support of other SOM Programs</li> </ul>   |
| <b>Innovation with Impact</b>  |  |
| <p>Goal 2 - Broaden teaching, research, and scholarship opportunities to foster an environment of interdisciplinary inquiry and shape the healthcare landscape.</p>  | <ul style="list-style-type: none"> <li>• Foster a research and scholarship environment</li> <li>• Recognize innovation in educational practice, research and scholarship</li> <li>• Communicate SOM achievements, collaborations and opportunities in teaching, research, and scholarship to internal and external stakeholders</li> </ul>                                   |
| <b>Cultivate Long-Term, Value-Added Partnerships and Programs</b>  |  |
| <p>Goal 3 - Reinforce and expand strategic partnerships and programs in shared pursuit of academic, scientific, and medical excellence.</p>  | <ul style="list-style-type: none"> <li>• Optimize clinical instruction resources and site development</li> <li>• Create and sustain a culture of joint governance and transparency in communications</li> <li>• Strengthen SOM relationships with alumni, affiliated sites and communities served</li> <li>• Evaluate current strategic partnerships and programs</li> </ul> |
| <b>Faculty Rejuvenation and Growth</b>   |  |
| <p>Goal 4 – Strengthen the School by growing and rejuvenating its faculty complement, and by structuring the organization to better align with our strategic focus, perceived customer needs and community opportunities.</p>  | <ul style="list-style-type: none"> <li>• Further develop the Office of Faculty Affairs</li> <li>• Develop comprehensive faculty recruitment, retention, and succession plans</li> </ul>  |
| <b>Commitment to Diversity, Equity and Inclusion</b>   |  |
| <p>Goal 5 - Cultivate a diverse and culturally competent student body and workforce, integrate and advance inclusion excellence, instill equity-mindedness and enhance engagement with the communities served by NYMC SOM.</p> | <ul style="list-style-type: none"> <li>• Further develop the Office of Diversity and Inclusion (D&amp;I)</li> <li>• Increase opportunities for diversity and inclusion scholarships and bursaries</li> <li>• Promote diversity, equity and inclusion in our actions and representation</li> </ul>  |
| <b>Focus on Brand Value and Reputation</b>   |  |
| <p>Goal 6 - Target investment, assessment, and communication strategies to convey the School’s intrinsic value and expand on the relevancy, differentiation, and legitimacy of the NYMC brand.</p>                             | <ul style="list-style-type: none"> <li>• Position the SOM for sustainable competitiveness in the marketplace</li> <li>• Develop sustainable ways to ensure affordability, contain costs and enhance revenue streams</li> <li>• Build visibility of SOM and showcase excellence of faculty, students and staff</li> </ul>   |