

UMass Chan Strategic Plan Update



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IMPACT 2025, our institutional strategic plan for the years 2020-2025, is the **catalyst** for our future growth, success and impact.

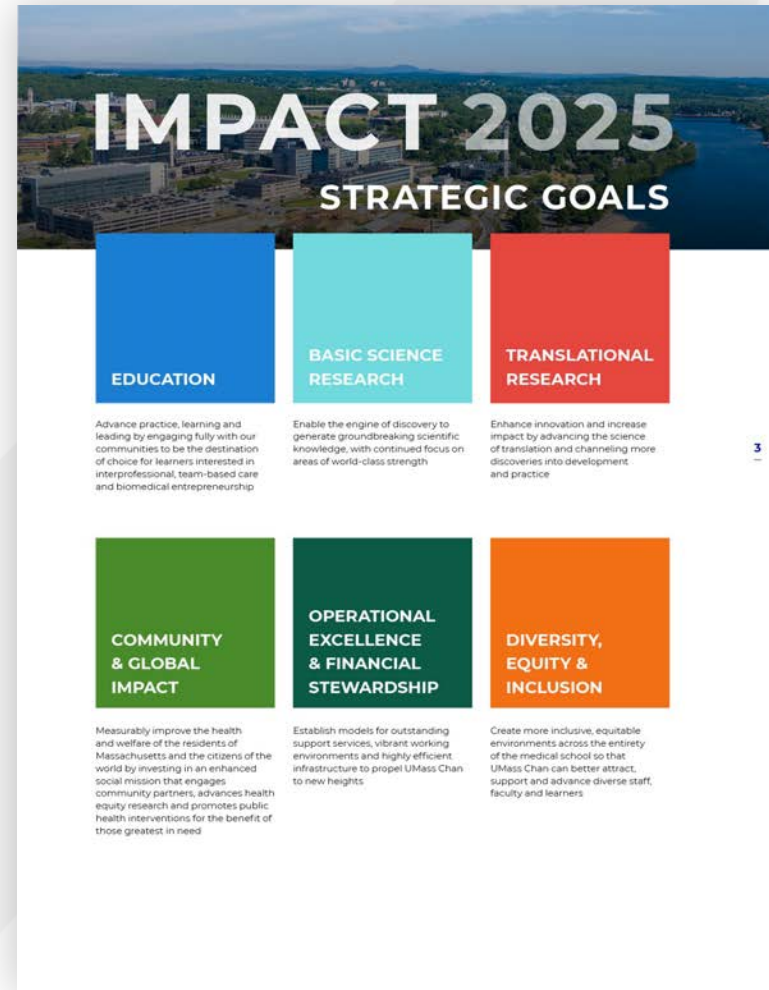
Crafting our strategic priorities and lofty aspirations into a coherent and concrete plan, it is both **roadmap** guiding our actions and **barometer** for evaluating progress.



IMPACT 2025 Strategic Goals

Our first 50 years validated our purpose. **The next 50 will demonstrate our contributions as a leading-edge medical school known** for propagating an enhanced social mission that expands our reach, extends our presence, deepens our influence and broadens our impact.

By imbuing our social compact throughout the entirety of our enterprise, we drive transformational advances in the areas of **education, research, health equity, health care delivery, public service** and **global engagement**.



Assessing and Tracking Progress

Our commitment to strategic planning includes an obligation to regularly assess the status of our implementation efforts as well as the ultimate outcomes we are achieving.

	Accomplished/ Completed	Ongoing	Refocusing or Rethinking	No Longer Relevant	Considerations/ Specific Priorities
EDUCATION YEAR 1 MILESTONES					
Framework for Leadership/Education Academy Program (LEAP)					Program development
Tri-School Work Group on Competencies, Pathways, Inter-Professional Learning	New SOM curriculum (with pathways immediately to launch August '22. Implementing 3-year track.	Liaison Committee for Interprofessional Curriculum			Joint program development (e.g., PhD/MSA). Leveraging virtual learning for underrepresented students. Continued planning to expand SOM class size.
GME Work Group to Strengthen Residency Programs					
Process to Engage Community Stakeholders in Educational Experience					
Formation of Educational Space Design Work Group					
Plans for Increasing Enrollment Tied to Institutional Demand and Workforce Needs		Educational diversity initiatives, commitment	Strategies to accelerate diversity outcomes		Radical strategies to improve diverse recruitment
Expansion of Baccalaureate-MD and Post-Baccalaureate Programs					
Additional Accomplishments					
School leadership	New Deans, Student Affairs				
Service learning for students	Enhance student engagement as vaccine program volunteers including codification of structures for service learning				
Pre-clinical and clinical placements	New faculty funding model. Anatomy lab expansion.	Planning for additional major clinical partner			
Enhanced Wellness Support	New leadership. Enhanced counseling, telehealth services.				
BASIC SCIENCE RESEARCH YEAR 1 MILESTONES					
Develop Leadership and Academic Profile for Director, Human Genetics/Initiate Search	Search underway for Director of Program in Human Genetics & Evolutionary Biology				
Definition of Purpose, Structure and Funding Model for New Opportunity Fund	COVID related research during pandemic	Ongoing institutional support for emerging issues research	Impact of Chan Family Gift?		
Space and Operational Plan for Human Genetics Disease Modeling Core			Further Discussion Needed		
Ad Hoc Work Group on Next Generation Solutions for Computing, Data Storage and Data Science	New CRO Hired				
Other Accomplishments:					
Faculty Expansion	Recruitment of ___ new Basic Science Faculty				
TRANSLATIONAL RESEARCH YEAR 1 MILESTONES					
Definition of Preclinical Conderge Services (RAPID) as First Phase in Advanced Therapeutics Initiative	Hired new EVC, Innovation and Business Development and new EVC for MBL	Advanced Neurotherapeutics Initiative			
	Strategic partnership of MBL and Bridge	Continued development of BRIDGE as partner of choice for industry.			
Business and Operations Plans for Growth/Expansion of Data Lake and Associated Analysis	New CRO hired. Building out Informatics Core.	Integration of additional data sets. Development of learning health system. Enterprise informatics & data aggregation.			Moving imaging data from clinical systems to school in support of AI related research. Augmented analytics capability. AI and Machine Learning.
Deployment of New Integrated Biomarker Core	Core launched	Extending from blood to tissue			

Lessons Learned
from this
current period
of assessment



- COVID has been both **disrupter and catalyst**.
- We are strong, resilient and **capable of transformational change**.
- Concerted efforts have been made regarding Diversity, Equity and Inclusion but **meaningful work remains**.
- IMPACT 2025 remains a **strong and viable strategic roadmap**, but some targeted refinements could be beneficial.
- The Morningside Foundation gift **represents a tremendous opportunity** to propagate an even greater impact.

We Have Accomplished Much



Education

- LCME
- Rollout of Vista Curriculum
- Diversity Scholarships
- Remote Learning
- New educational pathways
- Emphasis on wellness

We Have Accomplished Much



Basic Science

- Search underway for Director of Human Genetics/ Evolutionary Biology
- NERB construction underway
- Support for emerging scientific fields (e.g., COVID)
- New CRIO

We Have Accomplished Much



Translational Research

- Research innovation (data, enrollment, platforms)
- Integrated Biomarkers Core
- Advanced Neurotherapeutics
- EVC, Innovation & Business Development and new partnering ecosystem
- Pursuit of NCI Cancer Center Designation
- Clinical Chairs Recruitment

We Have Accomplished Much



Community and Global Impact

- Framework for a new Health Equity Collaborative fully developed and a search for inaugural Exec. Director is ongoing
- Opening of VA CBOC
- UMass Chan Cares Initiative
- UMass Chan Vaccine Corps

We Have Accomplished Much



Operational Impact & Financial Stewardship

- 5-year financial plan
- Employer of Choice infrastructure
- High Performance Computing Data Center Plan
- Transformational Philanthropy
- Physical plant upgrades, space rationalization
- New Office of Wellbeing
- Transition to remote work/learning

We Have Accomplished Much



Diversity, Equity and Inclusion

- New leadership
- Prioritization and institutional support/focus
- Resource allocation
- Diversity Scholarship Fund
- Open collaboration to address underrepresentation of marginalized groups

We Have Accomplished Much



Commonwealth Medicine

- Partnership with state on pandemic response
- Shift to remote workforce
- Establishment of Innovation Stations
- New competencies developed
- Future growth potential demonstrated
- Dedicated CIO



MassBiologics

- New leadership
- Time of assessment, reflection, planning
 - Tactical
 - Strategic

Some Refinements Needed








Our vision for the future highlights the importance of **diversity, equity** and **inclusion**

MISSION

Our mission is to advance the health and wellness of our diverse communities throughout Massachusetts and across the world by leading and innovating in education, research, health care delivery and public service.

VISION

To be a leading-edge medical school of the future by:

-  Embracing the full richness of diverse people, perspectives and experiences, and enabling all members of our academic community to thrive in a welcoming and inclusive environment;
-  Educating resilient, agile and culturally competent clinicians, scientists and educators who are optimally prepared to lead and succeed in their evolving professional environments of the future;
-  Designing a holistic approach to primary care that emphasizes population health, behavioral health and social determinants of health to transform the practice of medicine and nursing;
-  Promoting scientific inquiry and discovery to generate new knowledge, identify promising pathways, pursue novel targets, develop innovative diagnostics, and design effective interventions that bring hope and health to the human condition;
-  Building a model ecosystem for innovation that enables, accelerates and formalizes the process by which our cutting-edge discoveries are translated into commercially viable, life-saving products and therapies for the benefit of patients and populations;
-  Engaging thoughtfully and collaborating meaningfully with a diverse network of local and global partners to promote health equity and improve health outcomes; and
-  Harmonizing our interprofessional education, research, community engagement and public service strengths to respond to unmet needs and to broaden and deepen our social impact.

DEI Strategic Pillar

A new Diversity, Equity, and Inclusion (DEI) pillar for our strategic plan seeks to create more **inclusive**, **equitable**, and **anti-racist** environments across the entire institution, so we can **better attract** and **advance** talented employees and learners who contribute to our commitment to diversity and excellence.



DEI Five Priority Areas

Transparent DEI Benchmarks and Goals

Culture and Climate	Curriculum	Education and Engagement	Equity Within Recruitment, Retention and Advancement	Improvement and Accountability
<p>Integrate diversity, equity, and inclusion into the organization.</p> <p>Develop and implement anti-racist/bias and inclusive policies and processes across UMass Chan Medical School</p>	<p>Develop, implement and integrate anti-racist/anti-biased curriculum and enhance inclusive pedagogy and practices.</p> <p>Increase opportunities for expanding awareness and knowledge on matters of racism in medicine and the impact of structural racism in healthcare.</p>	<p>Increase DEI education, engagement and capacity through professional development community building, and educational opportunities.</p>	<p>Establish a portfolio of programs that support recruitment, mentorship, and advancement of underrepresented and marginalized individuals.</p>	<p>Create annual review processes for evaluation and assessment of ongoing DEI initiatives and programs.</p>

Looking Ahead

Education

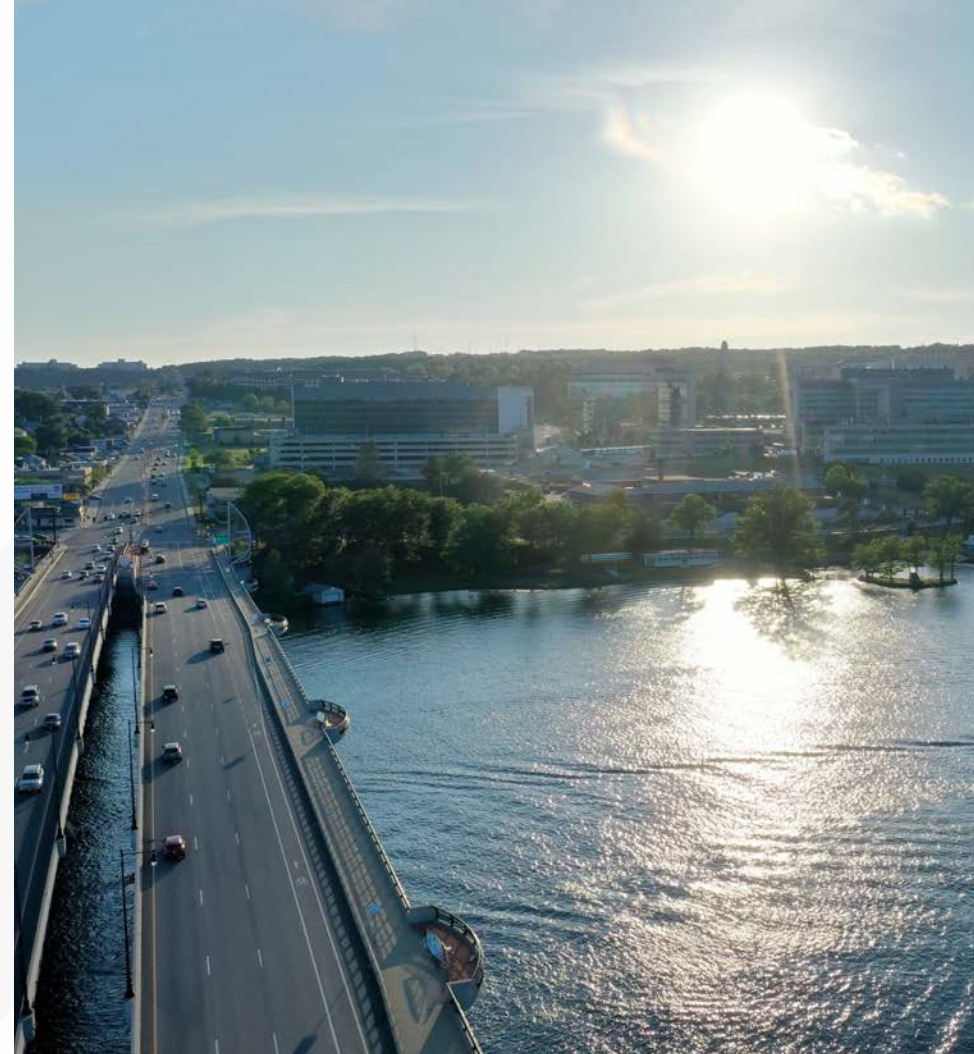
- Diversification of student bodies/pipeline programs
- Interprofessional learning
- Educator and learner wellness
- Academy of Teachers

Basic Science

- Continued faculty recruitment
- Recruit and retention of key research staff
- New opportunity/emerging issues funding

Translational Research

- Pathways for physician scientists
- Digital Health
- Enhanced analytics capabilities



Looking Ahead

Community & Global Impact

- Executive Director Recruitment

Operational Excellence & Financial Stewardship

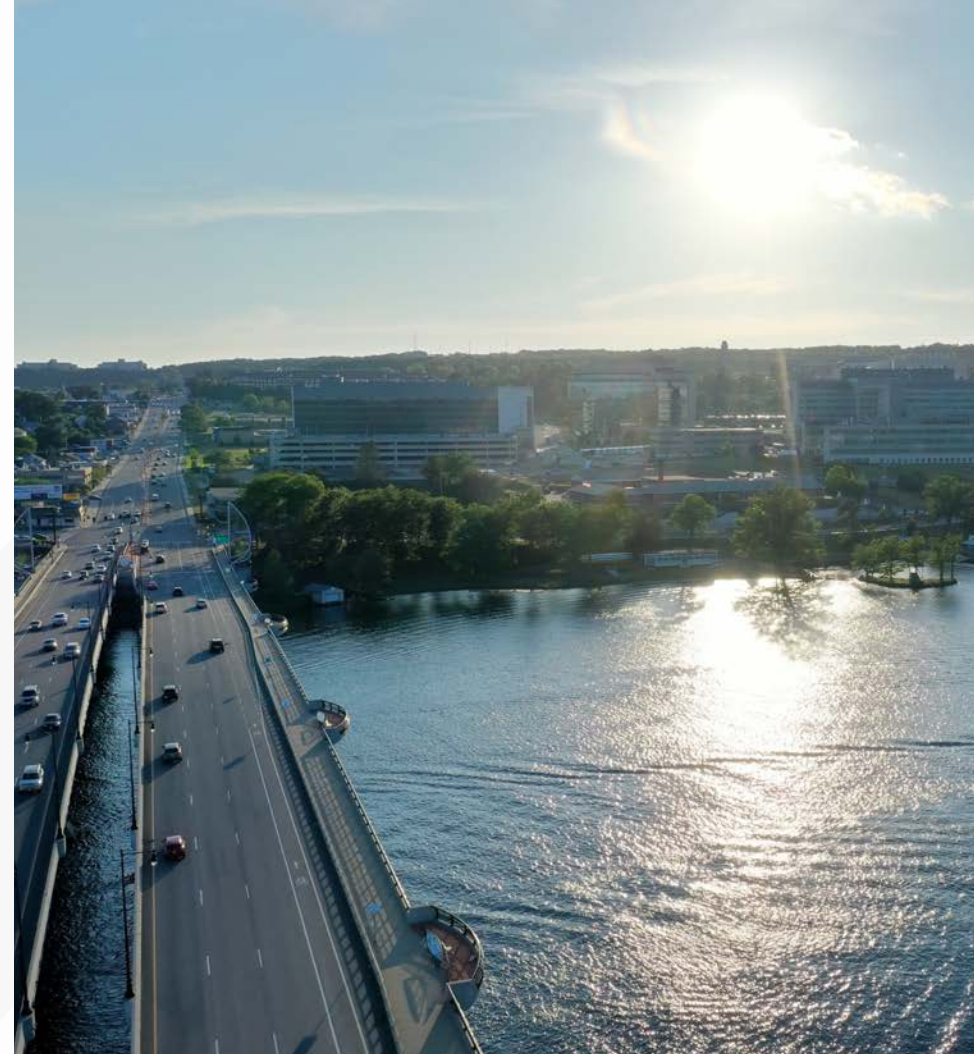
- Enterprise-wide IT Modernization
- People Strategy

Commonwealth Medicine

- Focused process for growth
- Continued integration with University
- Rebranding
- Recruiting and retaining top talent

MassBiologics

- Alignment of capacity with market opportunity
- Market Differentiation
- Continued integration with University
- Recruiting and retaining top talent



Thank you.

