A Strategic Plan for Columbia University
College of Physicians and Surgeons

October 2012
FROM THE DEAN

As stewards of the College of Physicians and Surgeons, we are responsible for assessing honestly the work we are doing in medical education, research, and patient care as we build a strong foundation for those who will inherit the celebrated legacy of P&S.

I am pleased to present to you the results of a nine-month strategic planning process, called “2020 Vision.” Thanks to the work of more than 100 faculty, staff, and students — as well as the senior leadership of NewYork-Presbyterian Hospital — we believe we have crafted a plan to capitalize on our strengths and ensure the continuing success of this great institution.

We are about to embark on a new era of growth for the College of Physicians and Surgeons. Please let this document serve as your invitation to join us on what will undoubtedly be an exciting journey.

Lee Goldman, M.D.
Dean of the Faculties of Health Sciences and Medicine,
Executive Vice President for Health and Biomedical Sciences
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“2020 VISION” was developed through an extensive series of interviews, assessments, task force strategy sessions and steering committee retreats beginning in the fall of 2011. The strategic planning process was overseen by the Strategic Planning Steering Committee comprised of faculty and staff representatives across the College of Physicians and Surgeons, as well as senior leadership from NewYork-Presbyterian Hospital. To assist in the planning process, P&S retained the services of AMC Strategies, a firm specializing in strategic planning for academic medical centers.

At a retreat in January 2012, the Steering Committee reviewed and discussed the findings from the interviews and assessments, and began constructing the framework for the strategic plan. Over a period of four months following the retreat, faculty, staff, and students actively participated on task forces that deliberated and developed strategy recommendations for research, clinical care, education, and campus life.

The Strategic Planning Steering Committee then worked diligently to formulate the plan from the valuable input of the task forces. The vision, goals, strategies, and tactics were finalized and presented to the Columbia University Board of Trustees in June 2012.

The strategic plan that follows reflects a shared vision, built from tremendous collaboration and thoughtful, well-articulated task force and steering committee discussions. The next stage of planning — implementing “2020 Vision” — now begins and will require focus and continued involvement by the entire P&S community to achieve this exciting vision.

For more information about the strategic plan and to follow progress of its implementation, please visit: http://ps.columbia.edu/strategicplan/.
OUR VISION

To be indisputably in the top five schools of medicine and arguably the best.

CLINICAL CARE
Be the destination location for clinical care with NewYork-Presbyterian.

RESEARCH
Be a research pioneer and innovation engine.

EDUCATION
Be the leading research-based educational center.

CAMPUS LIFE
Make CUMC a destination campus and great place to work, study, visit, and get medical care.
Patients are at the heart of everything we do.

GOAL

To become the destination for clinical care in partnership with NewYork-Presbyterian Hospital.

OBJECTIVES

• Recruit and retain top clinicians whose eminence drives patient referrals.
• Establish a superior standard of care for ColumbiaDoctors.
• Provide unparalleled patient-centered care.
• Apply research advances seamlessly into clinical care.
• Create the strongest possible partnership to the benefit of both NYP and P&S.
• Expand the clinical service area with NYP.
• Grow targeted programs with NewYork-Presbyterian Hospital.
  - Cardiovascular
  - Transplant/Autoimmune Disease
  - Cancer
  - Women’s & Children’s
  - Neuroscience
  - Gastrointestinal
  - Musculoskeletal Disorders
  - Primary Care

• Improve patient access and service.
  - Establish ColumbiaDoctors superior standard of care
  - Combine forces with NYP to develop an immediate approach to optimize access issues and grow patient volume
  - Ensure coordinated care across P&S departments, divisions, and faculty, as well as with NYP and referring physicians
  - Provide comprehensive training in patient-oriented service
  - Significantly increase accountability for access and service

• Strengthen the Faculty Practice Organization (ColumbiaDoctors).
  - Foster seamless integration of clinical services
  - Provide unparalleled patient-centered care
  - Increase market share
  - Expand clinical program collaborations with NYP
  - Partner with NYP to address health care reform
  - Aspire to be the preeminent medical practice in the Northeast
• **Expand ambulatory capacity and geographic reach.**
  - Open a new midtown Manhattan location near Rockefeller Center (51 West 51st Street)
  - Renovate the existing Irving Pavilion, in partnership with NewYork-Presbyterian Hospital
  - Grow our presence in Westchester, Orange, and Rockland counties
  - Consolidate/expand northern New Jersey practices
  - Increase our presence on the west side of Manhattan
  - In collaboration with NYP, build a new patient-centered outpatient facility on the CUMC campus in the next five to ten years

• **Manage population health risk, optimize clinical performance and prepare for health care reform.**
  - Respond nimbly to changes in the insurance environment
  - Align NYP and P&S financial models to be well-positioned for health care reform
  - Be a “must have” for key private insurance companies
  - Help NYP achieve profitability on Medicare admissions
  - Continue commitment to vulnerable populations (Northern Manhattan)

• **Pursue joint ventures with NewYork-Presbyterian.**
  - Radiology
  - Endoscopy
  - New sites
RESEARCH
Advancing science and enhancing lives.

GOAL

Be a research pioneer and innovation engine.

OBJECTIVES

• Be “pound for pound” the best research-intensive medical school.
• Increase the P&S grant portfolio.
• Coordinate science priorities with clinical priorities and with NYP.
• Partner with Manhattanville, Morningside, other CUMC schools, and NYP.
• Effectively seize the upcoming opportunity of additional research space.
• Recruit an additional 80-100 new principal investigators.
STRATEGIES: RESEARCH

• Excel by being “pound for pound” the best research-intensive medical school.
  - Recruit and retain the best faculty
  - Increase successful tenure rate to close to 100%
  - Increase number of HHMI investigators and NAS and IOM members
  - Improve NIH funding per faculty member
  - Improve quality of laboratory science in all clinical departments
  - Increase “game-changing” clinical research

• Focus on scientific priorities that will define the future of health and biomedical science.
  Enhance and grow recent initiatives:
   - Transplant
   - Cardiovascular
   - Cancer
   - Systems Biology
   - Stem Cell
   - Metabolic Disorders

  Establish new initiatives:
   - Columbia Translational Neuroscience Initiative (CTNI)
   - Personalized Medicine
   - Initiative in Immunity, Infection and Inflammation (“I-4”)
   - Initiative in Human Genetics (IHG)
   - Health Practice Research
   - CUMC Academic Research Organization (ARO)

• Invest in infrastructure and pilot projects and develop resources for those investments.
  - Create a competitive Innovative Science Fund for research investigators
  - Develop and invest in state-of-the-art core facilities
  - Jointly invest in clinical trials infrastructure with NYP
  - Strengthen technology transfer and incentives to increase intellectual property

• Increase translational research and augment patient and population health research.
STRATEGIES: RESEARCH
EDUCATION

Training the next generation of physicians and scientists.

GOAL

Be the leading research-based medical educational center.

OBJECTIVES

• Attract trainees with the best academic potential.
• Provide a research-intensive curriculum designed to educate future “world-changing” leaders in medicine and science.
• Increase emphasis on scholarship and research at every level.
• Enhance curricula that prepare trainees for academic leadership.
• Build new Medical and Graduate Education Building.
• Become a leader in simulation training.
• Raise more scholarships.
• Maintain success in recruiting underrepresented minority students.
STRATEGIES: EDUCATION

• **Complete implementation of the new medical school curriculum.**
  - Ensure that P&S medical school graduates have the knowledge, skills and attitudes to be the leaders in all areas of medical science and practice
  - Foster differentiated and integrated learning opportunities for medical students

• **Build the new Medical & Graduate Education Building.**
  - Create state-of-the-art simulation facilities

• **Create new pathways to excellence and strengthen existing ones.**
  - Allow students up to one year for research in four years at P&S
  - Increase dual-degree options and re-energize P&S master’s and doctoral degrees in medical science
  - Offer a three-year MD degree for recent PhDs in biomedical sciences
  - Create new Columbia College major in Human Biology

• **Work with NYP to enhance top-quality post-graduate medical education.**
  - Modify residency programs to provide more research training opportunities
  - Orient clinical fellowships to be more academically focused
  - Utilize the training pipeline as a source for future faculty

• **Ensure a top quality learning experience at all CUMC-affiliated hospitals** (e.g., NYP, St. Luke’s Roosevelt, Stamford and Harlem Hospital).

• **Cultivate and recognize outstanding faculty educators.**
  - Implement new academic titles at P&S
  - Position Virginia Apgar Academy of Medical Educators to be a national resource for excellence in teaching
The new Medical and Graduate Education Building
CAMPUS LIFE

Revitalizing the spirit of the CUMC campus.

GOAL

Make CUMC a destination campus and great place to work, study, visit, and get medical care.

OBJECTIVES

• Provide facilities, programs and infrastructure commensurate with the stature of the institution.

• Make CUMC a collaborative, friendly and satisfying place to work, and where people can achieve great things.

• Sustain and enhance collaboration with other P&S affiliates.

• Enhance and maintain diversity to facilitate culturally competent medical education, clinical care, and research.

• Become one of the nation’s “best places to work.”
STRATEGIES: CAMPUS LIFE

• **Increase the amount and quality of academic, research, housing, and recreational space on campus.**
  - Implement the campus construction plan to enhance educational, recreational, and study space
  - Increase the availability of quality, affordable housing for CUMC students on or near campus
  - Create a culture of responsibility and pride in the CUMC physical campus

• **Create a CUMC culture that supports personal collaboration, professionalism, teamwork, and respect for all faculty, staff, students, and trainees.**
  - Develop and adopt institutional core values and standards for professional conduct
  - Implement a formal change management initiative to improve campus climate and culture
  - Increase professional development opportunities for faculty and staff
  - Strengthen communication across all CUMC entities

• **Enhance, appreciate and leverage CUMC’s multicultural, diverse campus community.**
  - Recognize and embrace the broadest definition of diversity, including sex, race/ethnicity, sexual orientation, religion/culture, disability, economically disadvantaged and veteran status
  - Create a CUMC Diversity Committee to promote and support diversity across campus

• **Match the Provost’s URM diversity investment.**
  - Expand success in recruiting and retaining underrepresented minority students by focusing on pipeline development and scholarship funding
  - Measure and monitor effectiveness of diversity initiative
• **Maintain and expand support services for all CUMC students.**
  - Foster joint programming across all CUMC schools to facilitate interdisciplinary collaboration and collegiality
  - Improve campus food service quality and access
  - Improve student health services, including primary care and mental health services
  - Enhance the use of electronic communications with CUMC students

• **Work with government and community leaders to enhance the surrounding neighborhood.**
  - Partner with the City, NYP, and local businesses to improve neighborhood streetscapes and beautify the campus
  - Working with NYP and the MTA, improve the 168th Street subway station
  - Improve campus and neighborhood security
  - Form a “business improvement district” with NYP, landlords, and local businesses
STEERING COMMITTEE

The Strategic Planning Steering Committee, as well as four task forces (Clinical Care, Research, Education, and Campus Life) and two subcommittees (Translational Research and Student Life), have been instrumental in the creation of our new strategic plan by identifying new ways to optimize our goal of being indisputably in the top five medical schools and arguably the best in our educational, research, and clinical programs.

Steering Committee members include:

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Cory Abate-Shen
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Eugene Braunwald
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Andria Castellanos
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2020 VISION
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