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.
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.
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

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

- 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.
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

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