UCSF Strategic Plan 2007

Goals
• Develop a comprehensive, integrated strategic plan based on academic priorities, and
• Collaboratively engage the UCSF community, both internal and external constituencies

Why Now for UCSF?
• Unprecedented growth in the last 15 years
• Expansion to Mount Zion, Laurel Heights and Mission Bay
• Steadily declining state support
• Dramatic advances in science, medicine and technology

Reasons to Engage in Strategic Planning
• Set goals and develop effective strategies
• Clarify future
• Establish priorities
• Guide resource allocation
• Develop a coherent basis for decision making
• Make decisions across levels and functions

10 Steps to UCSF Strategic Plan
1. Board Appointed – July 2005
2. AMC Strategies Selected – December 2005
3. Focus Groups – April 2006
4. Environmental Assessment & Interviews – April 2006

Reasons to Engage in Strategic Planning
• Evaluate and improve performance
• Deal effectively with rapidly changing circumstances
• Foster broad participation
• Signal aim to change (symbolic)
• Impose discipline
• Manage expectations
Mission

advancing health worldwide™

Vision

In advancing health worldwide, UCSF will:

• Be a world leader in translating scientific discovery into improved health
• Develop the world’s future leaders in health care delivery, research and education
• Deliver highest-quality, patient-centered care
• Develop innovative, collaborative approaches for education, health care and research that span health sciences disciplines
• Build upon its commitment to diversity
• Provide a supportive work environment to recruit and retain the best people and position UCSF for the future
• Serve local, regional and global communities and eliminate health disparities

Plan Themes

Translating Discoveries into Improved Health

VISION STATEMENT
UCSF will be a world leader in scientific discovery and its translation into exemplary health.

GOALS
• Foster the UCSF research enterprise across multiple sites.
• Increase the impact of and recognition for UCSF’s contributions in the local community, the state, nation and the world.
• Recruit, mentor and retain the highest-caliber faculty, staff, students, residents, fellows and post-doctoral scholars.

STRATEGIES
• Develop Centers for Future of Health Sciences dedicated to translational research.
• Provide Campus Core Research Facilities (CCRFs) that offer advanced instrumentation and/or specialized services needed by the UCSF research community.
• Ensure that San Francisco General Hospital continues to function as a major UCSF research site.
• Expand and enhance technology transfer.
• Develop a coherent approach to communicating UCSF’s contributions and accomplishments.

Translating Discoveries into Improved Health

Educating Future Leaders

VISION STATEMENT
Develop the world’s future leaders in health care delivery, research and education.

GOALS
• Keep UCSF at the forefront of biomedical education and meet the growing demand for health care professionals.

VISION STATEMENT
UCSF will be a world leader in translating scientific discovery into improved health.

GOALS
• Be a world leader in translating scientific discovery into improved health
• Develop the world’s future leaders in health care delivery, research and education
• Deliver highest-quality, patient-centered care
• Develop innovative, collaborative approaches for education, health care and research that span health sciences disciplines
• Build upon its commitment to diversity
• Provide a supportive work environment to recruit and retain the best people and position UCSF for the future
• Serve local, regional and global communities and eliminate health disparities
**Educating Future Leaders**

**STRATEGIES**
- Develop educational facilities and infrastructure commensurate with UCSF’s stature in health sciences education.
- Recognize and reward faculty excellence in teaching and mentoring.
- Secure a more reliable and transparent funding base to support educational programs.
- Prepare for growth in professional school enrollment in anticipation of UC Regents’ plan to increase number of health professionals trained on UC campuses.

**Providing Highest-Quality Care**

**VISION STATEMENT**
Deliver highest-quality, patient-centered care.

**GOALS**
- Provide highest-quality, patient-centered care leading to optimal outcomes and patient satisfaction.
- Improve access to care.
- Set the standard for patient safety.
- Recruit, mentor and retain the highest-caliber faculty, staff, students, residents, fellows and post-doctoral scholars.

**Fostering Innovation and Collaboration**

**VISION STATEMENT**
Develop innovative, collaborative approaches for education, health care and research that span disciplines within and across the health sciences.

**GOALS**
- Design novel interdisciplinary and inter-school approaches in education, research and health care delivery.
- Develop and export new models of team-based, interdisciplinary care.
- Ensure that students and trainees are immersed in a culture that embraces interdisciplinary, inter-professional and trans-disciplinary educational programs.
- Strengthen collaborative research interactions across UCSF sites.
- Develop and export new models of team-based, interdisciplinary care.

**Nurturing Diversity**

**VISION STATEMENT**
Build upon our commitment to diversity.

**GOALS**
- Educate, train and employ a diverse faculty, staff and student body.
**Nurturing Diversity**

**STRATEGIES**
- Ensure that UCSF continues to attract the best and most diverse candidates for all educational programs.
- Create a more diverse campus community.
- Improve diversity among senior leadership.

**Promoting a Supportive Work Environment**

**VISION STATEMENT**
Provide a supportive and effective work environment to retain the best people and position UCSF for the future.

**GOALS**
- Recruit, mentor and retain the highest caliber faculty, staff, students, residents, fellows and post doctoral scholars.
- Provide facilities and infrastructure that accommodate planned growth, academic strategic priorities and UCSF’s vision.
- Ensure top quality institutional leadership for UCSF to excel.
- Secure sustainable and diversified funding.

**Promoting a Supportive Work Environment**

**STRATEGIES (1 of 4)**
- Improve the financial aspects of recruitment and retention to compensate for the high cost of living in the Bay Area.
- Develop effective mentoring programs for all at UCSF.
- Ensure that professional development and career advancement opportunities are transparent and available to all.
- Promote UCSF as a top employer through more proactive recruitment efforts.
- Enhance UCSF’s collaborative intellectual and cultural environment that fosters a strong academic community and a more supportive work environment.

**Promoting a Supportive Work Environment**

**STRATEGIES (2 of 4)**
- Optimal deployment of information technology for administrative, academic and clinical purposes.
- Rationalize space allocation over time to align with the overall strategic priorities and plans of UCSF across all mission areas while being sensitive to individual program needs and previously established commitments.
- Provide administrative research services that are efficient, convenient and timely.
- Develop a system and infrastructure for UCSF to proactively and reliably engage industry to bring funding and know-how to UCSF.

**Promoting a Supportive Work Environment**

**STRATEGIES (3 of 4)**
- Groom and promote the next generation of UCSF leadership.
- Improve methods to identify and recruit new senior leaders.
- Apply a common set of characteristics to the recruitment and mentoring of senior leaders.
- Develop and implement mechanisms by which senior leaders will be reviewed and held accountable.

**Promoting a Supportive Work Environment**

**STRATEGIES (4 of 4)**
- Create a more effective governance structure.
- Establish a regular and transparent campuswide process for planning, budgeting and allocating resources.
- Facilitate efficiency in the academic lives of faculty by concentrating UCSF research programs thematically by site, whenever possible.
- Develop new mechanisms to fund needed investments in infrastructure including ongoing maintenance and operating costs.
- Expand and align the UCSF development campaigns with the priorities identified in the UCSF Strategic Plan.
STRATEGY
- Improve the financial aspects of recruitment and retention to compensate for the high cost of living in the Bay Area.

RATIONALE
UCSF is facing a potential crisis with regards to the high cost of living in the Bay Area. The Chancellor had formed an Advisory Committee in response to the housing crisis in San Francisco and the university’s concern regarding the retention and recruitment of employees, students and trainees. A concern at UCSF is that many here have found their needs for more domestic space have grown while their incomes have been unable to keep pace with rising rents and sales prices. UCSF is also having difficulty attracting new recruits and applicants because of the widely known high cost of living in the Bay Area. While costs are the primary issue, the lack of available, desirable housing, childcare and education is also a problem. The tactics below reflect the recommendations of the Recruitment/Retention Strategy Team as well as those of the Chancellor’s Advisory Committee on Housing.

TACTICS INCLUDE
• Provide more attractive and competitive compensation packages.
• Establish a comprehensive UCSF relocation and housing program with oversight by an administrator.
• Assist with affordable, convenient childcare.
• Provide assistance with securing primary and secondary education for children of faculty, staff, students and trainees.
• In addition to current need-based financial aid, provide greater financial aid and loan forgiveness programs for top student, resident, fellow and post-doctoral scholar candidates.
• Provide loan forgiveness for faculty and education loans for both faculty and staff.
• Keep out-of-state tuition at a level below that of other top academic institutions (e.g., Harvard and Stanford).
• Promote and establish the maintenance of programs that offer financial assistance to students, residents and clinical fellows who are committed to working in underserved areas after graduation or in the completion of their training programs.
• Leverage UCSF’s population size to secure subsidized transportation passes.

VISION STATEMENT
Serve UCSF’s local, regional and global communities and eliminate health disparities.

GOALS
• Position UCSF as a leader in global health.
• Contribute to the reduction of health disparities.
• Develop strong partnerships in the local community.

STRATEGIES (1 of 2)
• Develop Global Health Sciences that integrate and focus UCSF’s expertise to eliminate major health disparities and reduce disease among vulnerable populations in collaboration with global partners.
• Lead efforts to eliminate health disparities by leveraging UCSF’s research expertise, modeling best practices in clinical care, and integrating content on health disparities throughout the learning continuum.

STRATEGIES (2 of 2)
• Facilitate research collaborations with other academic institutions, community partners and other UC campuses.
• Develop a coherent approach to communicating contributions and accomplishments of UCSF.
• Promote civic engagement in all facets of UCSF activities to strengthen partnerships between the campus and the community.