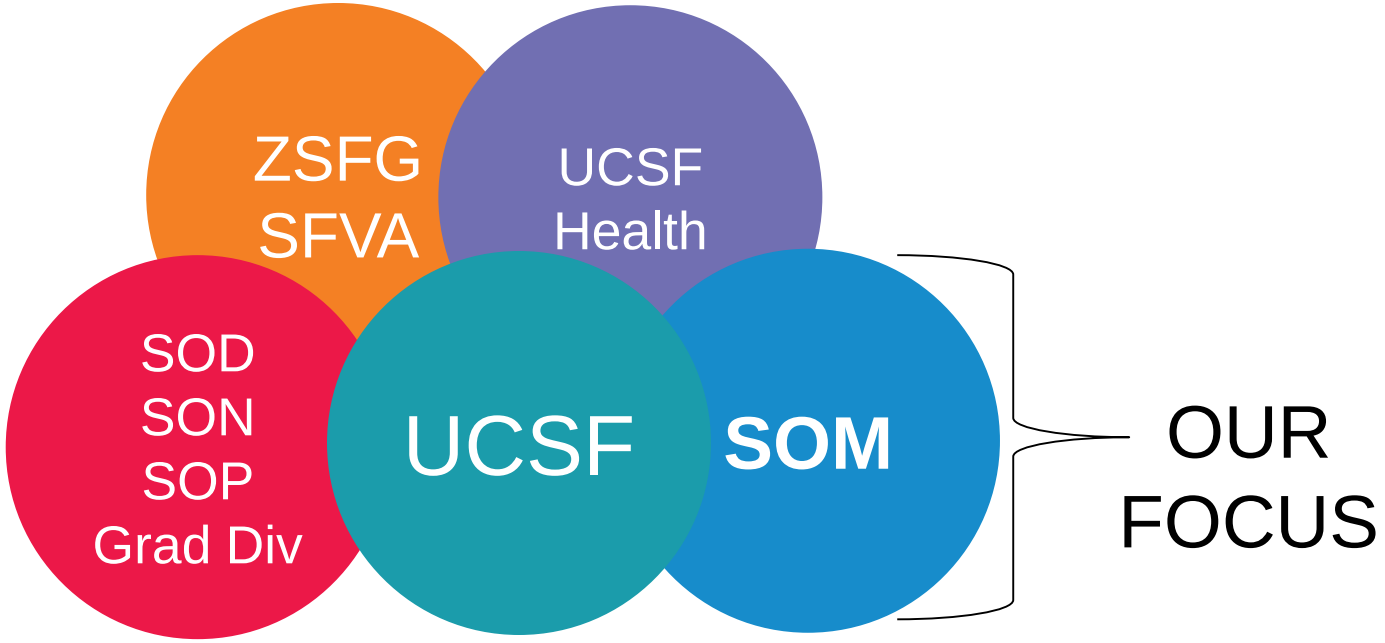
Catherine Lucey MD

Executive Vice Dean and Vice Dean for Education

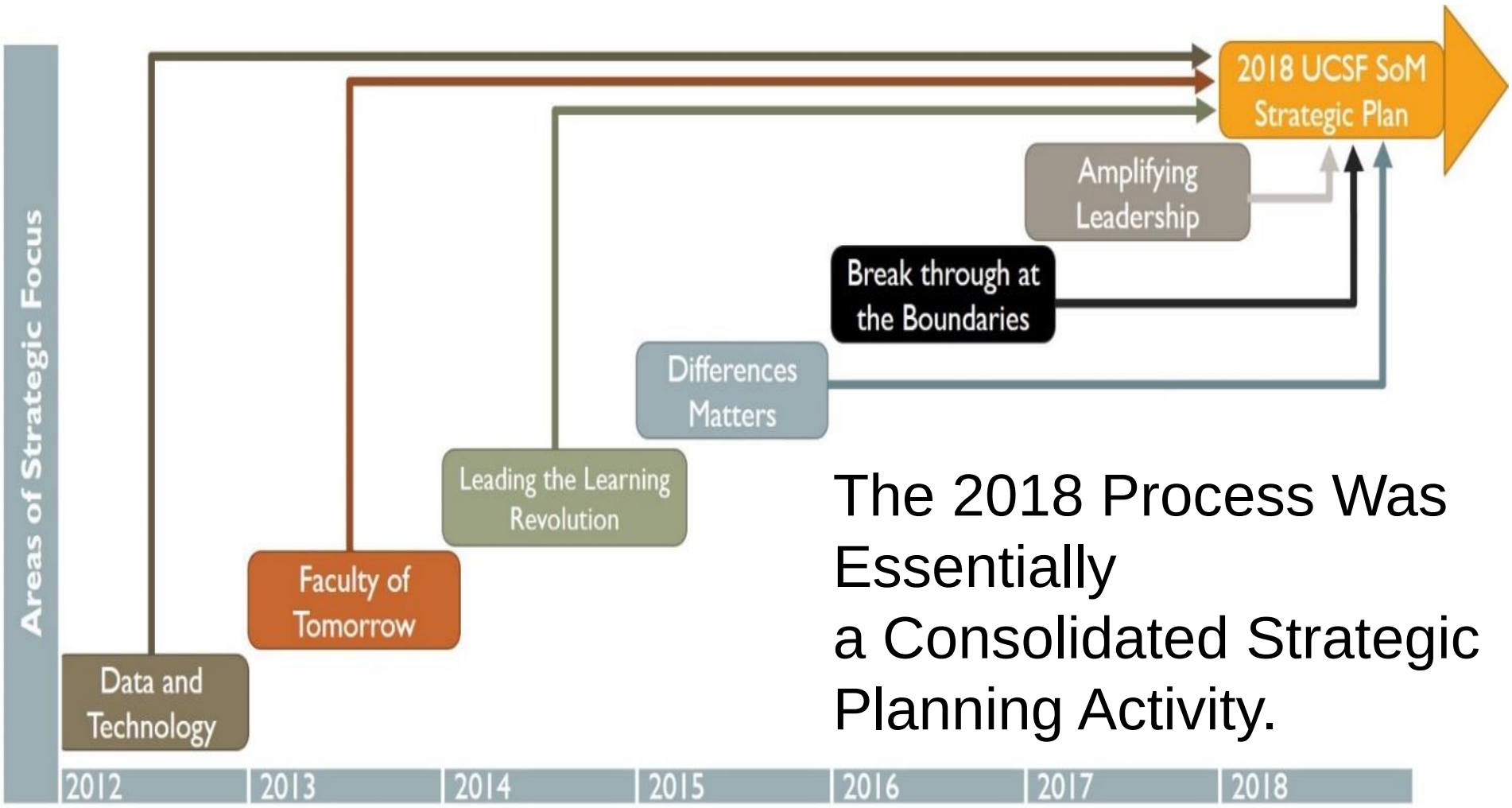
UCSF School of Medicine

UCSF SOM: Context of Our Strategic Plan



- Important to identify where SOM leads and where to amplify other unit's strategies.
- Close collaboration with other schools, our clinical partners, and SOM departments.
- SOM must conform with campus plans.

DEAN'S LEADERSHIP RETREAT ADDRESS STRATEGY ANNUALLY



The 2018 Process Was Essentially
a Consolidated Strategic Planning Activity.

UCSF SOM Strategic Planning Scope

SOM and partner schools must seize the opportunity to leverage advances in all fields, along with new technologies, to accelerate our ability to promote discovery, healthcare, health and education.

UCSF SOM Strategic Planning Scope

- We must safeguard our academic work against adverse external forces; and
- Proactively support the careers of the people who dedicate their lives to solving society's problems.

UCSF SOM Strategic Planning Scope

As our institution grows and becomes more complex, it is essential to ensure that our community of faculty, staff, and learners feels connected and committed to our shared purpose.

Advance Health Worldwide

UCSF SOM Strategic Planning Scope

While many challenges related to living in the Bay Area are outside our control, we can make UCSF the most desirable place to work, learn, care, and discover.

An Inclusive Process

26 Steering committee members

104 Working group participants

30 Working group and affinity group meetings

Retreat participants *(October and January)* **240**

4 Steering committee meetings

57 Stakeholder interviews

Synthesizing Feedback

11 Areas of strategic attention developed by affinity and working groups

50+ Enablers provided throughout the process

20 Additional areas developed by retreat participants

Key strategic areas of focus

5

Supporting enablers

UCSF SOM Will

- **Transform** the way we work together;
- **Enable** the extraordinary people of UCSF to advance health worldwide through excellence in education, research, healthcare, and public service;
- **Become** the most diverse, equitable, and inclusive academic institution in the country.

Five pillars will support this transformation.

Develop and Empower Diverse Talents

Advance and Harness Technology

Lead Innovation and Discovery

Establish and Sustain Meaningful, Collaborative Community Partnerships

Transform Communications and Operations

Develop & Empower Diverse Talents

The What…

Inspire and support learners, faculty, and staff to unleash their individual talents and abilities to do their best work in support of our diverse patients and communities.

- Commit to achieving equity to attain institutional excellence.
- Enhance staff, learner, and faculty experience.
- Redesign promotion and tenure to support 21st-century work.
- Recognize staff as critical partners in advancing UCSF.

Advance and Harness Technology

The What…

Push the boundaries of technology, its human interface, and data-driven applications in all areas of education, research, and healthcare.

- Accelerate discovery in data science, technology, and engineering.
- Embrace data science, technology, and engineering.
- Anticipate and prepare for disruptive technology in education and healthcare delivery and research.
- Be a global thought leader on socio-adaptive, ethical, and privacy implications of technological advancement.

Lead Innovation and Discovery

The What…

- ***Promote curiosity-driven research to further our understanding of fundamental science.***
- ***Support excellence and innovation in education to meet the needs of society for outstanding healthcare professionals from all disciplines.***
- ***Unite faculty, staff, learners, and our community in research strategies that address the whole range of determinants of health, from cells to society.***

Lead Innovation and Discovery

The What…

- Connect basic scientists across SOM to create a thriving community of impact.
- Prepare and support our world-class faculty to deliver educational excellence.
- Fast-track collaborations through the whole health hub to connect basic and clinical scientists with the community to support translational research.

The What…

Engage our community to design and prioritize UCSF SOM research, education, and healthcare initiatives to improve health and well-being within the community.

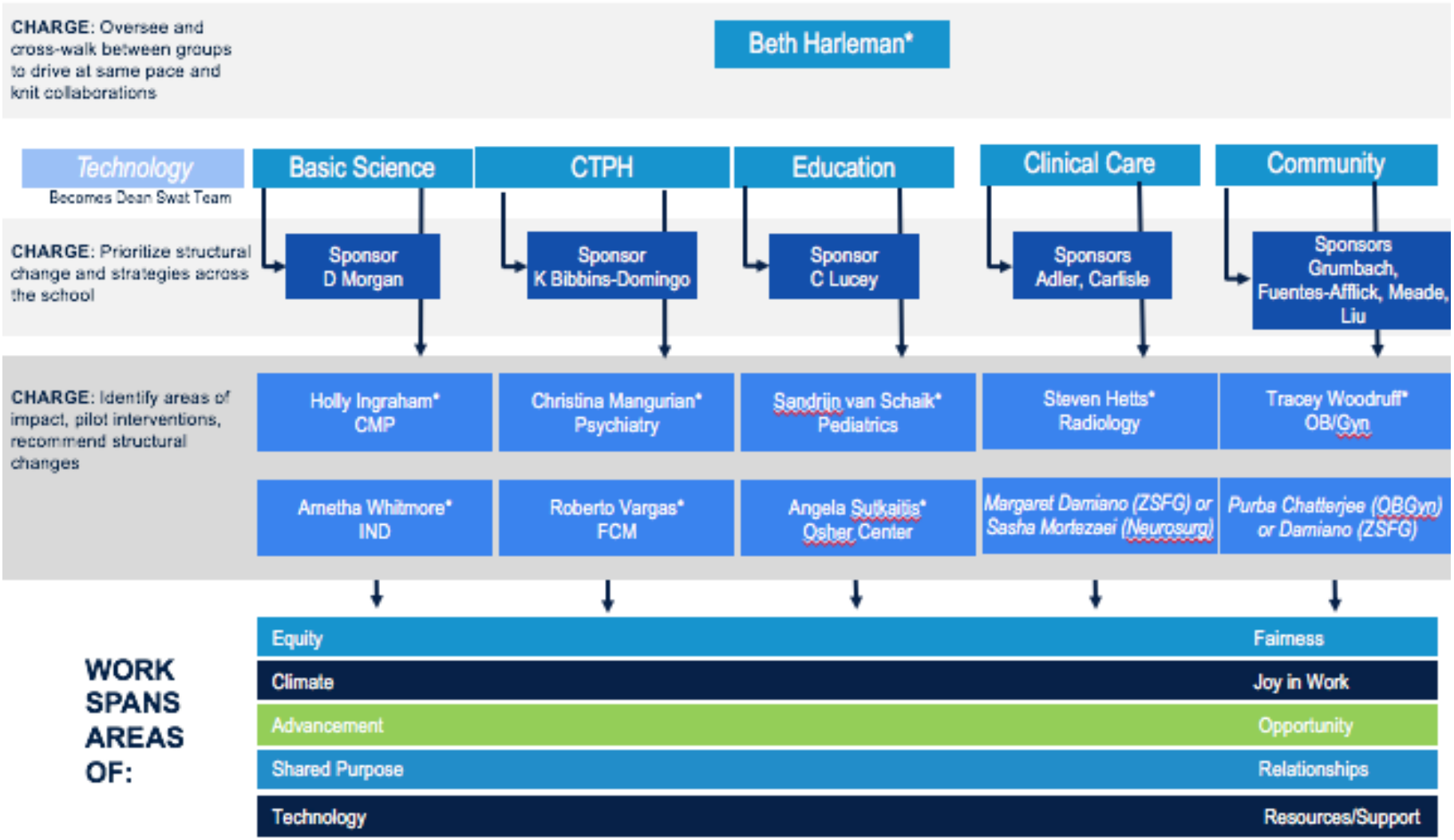
- Environment that enables and facilitates true partnerships with the internal and external community.
- Make the Bay Area a healthier place to live.

The What…

Reinvent the organization to successfully execute on our defined strategies by improving communications, streamlining decision-making, reducing barriers, and being proactive and solution oriented.

- Clear decision-making and effective communication.
- Efficient operations.
- Integrate plans across the UCSF enterprise to align the academic and clinical enterprise.
- Make partnering easier.

Implementation Plan



*Paid position

Develop and Empower Diverse Talents

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