



VP&S STRATEGIC PLANNING

SUMMARY OF PHASE ONE



COLUMBIA

VAGELOS COLLEGE OF
PHYSICIANS AND SURGEONS

OVERVIEW OF FINDINGS

VP&S FELT TO BE AN EXCEPTIONAL PLACE WITH EXCEPTIONAL PEOPLE—

- Exceptional faculty, staff, learners
- Tremendous pride in quality of care, research, education
- Welcoming and collaborative
- Limitless potential for those who work or train here

HOWEVER, FACULTY AND STAFF FIND THE “SYSTEM” MAKES IT DIFFICULT TO DO THEIR BEST WORK

- Difficult to identify and access the tremendous academic resources spread out across Columbia and VP&S
- Difficult to navigate administration
- Perceived underinvestment in facilities and clinical support staff, affecting work effectiveness and quality of life
- Morale uneven and in need of improvement



KEY POSITIVES AND NEGATIVES FROM THE SURVEY

POSITIVE

- 90% of respondents believe our research is high quality
- 80% of respondents believe our clinical care is consistently high quality
- 75% of respondents believe we attract the best faculty, students, and staff
- 72% of respondents believe we are preparing our trainees well
- 65% of respondents believe we have a strong commitment to serve the local community

NEGATIVE

- 53% of faculty believe they have sufficient time to engage with learners
- 35% of researchers believe they are able to attract and support enough trainees
- 29% of administrators/staff believe we retain the best administrators/staff
- 27% of faculty believe we retain the best faculty
- 24% of clinicians believe there is sufficient support to deliver clinical care

FIVE CROSS-CUTTING THEMES IDENTIFIED

CLARITY OF VISION

An inspiring, shared academic vision for VP&S overall, by mission and by department

A VP&S GREATER THAN THE SUM OF ITS PARTS

Transcending silos via coordination, collaboration, alignment

DEEP, AUTHENTIC PARTNERSHIPS WITH OUR COMMUNITIES

Using all missions to advance community wellbeing

EXCEPTIONAL PEOPLE THRIVING AT ALL LEVELS

The best, diverse talent building fulfilling, rewarding careers at VP&S

WORKING CONDITIONS CONDUCIVE TO EXCELLENCE

Systems, facilities, culture befitting a world class institution

OPPORTUNITIES: CROSS-CUTTING

- Improve inclusion and belonging
- Advance oversight and coordination of DEI efforts
- Build a strong, diverse pipeline at VP&S from entry-level through senior faculty and leadership
- Enhance mentoring and clarify career opportunities or career path for administrative staff
- Facilitate more interaction and collaboration via shared space, events, incentives, funding
- Address equity in compensation
- Increase transparency and fairness or equity in job descriptions and packages
- Streamline administrative processes
- Break down administrative silos
- Ensure facilities are maintained or updated to highest standards
- Determine how best to leverage AI to advance our missions
- Improve and innovate around communication at all levels

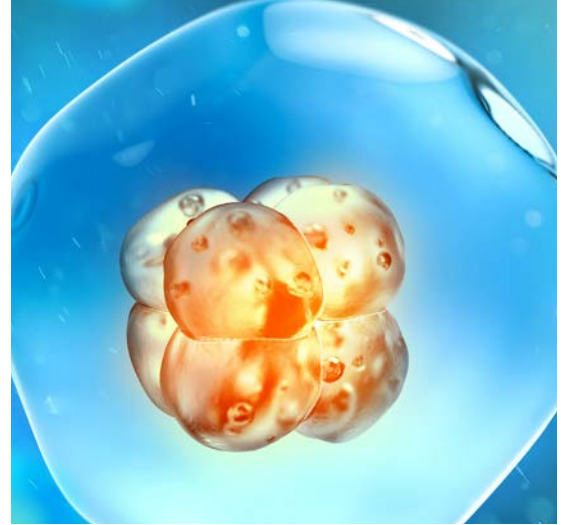
OPPORTUNITIES: CLINICAL

- Create an integrated vision for clinical enterprise, including growth strategy
- Advance leadership in quality of care, including clinical excellence, equity, and patient-centered care
- Improve equitable patient access
- Redesign ambulatory practices to advance patient and clinician experience
- Provide sufficient administrative and ancillary support to enable excellent care and preserve time for academic work
- Clarify or standardize expectations vis-a-vis academic effort across clinical departments
- Modify clinical compensation model to advance equity and clinical growth strategy



OPPORTUNITIES: RESEARCH

- Develop shared vision for research enterprise including basic, translational, clinical and population science
- Establish more strategic approach to oversight of shared infrastructure and resources (e.g., cores), recruitment
- Enhance and strengthen research computing infrastructure
- Advance processes to support research coordination and collaboration
- Systematize bidirectional translational pipeline
- Fully integrate clinical research into clinical enterprise
- Develop pathway for developing and retaining physician scientists
- Enhance mentoring and career development for early career researchers
- Develop plan for recruiting essential research workforce (post docs and science staff)
- Revamp financial model and funds flow to ensure appropriate incentives



OPPORTUNITIES: EDUCATION

- Articulate vision for education, including commitment to producing academic leaders
- Enhance mentoring and career development for educators and educational leadership
- Improve recognition of and appreciation for educators
- Improve quality of UME and GME experience: wellbeing, education and service balance, funding, retention
- Advance innovative approaches to increasing diversity and inclusion in the biomedical workforce
- Provide continuing education to the broader VP&S workforce
- Redesign graduate programs to advance scientific impact, student experience, and faculty satisfaction
- Expand and improve coordination of graduate programs, including around funding model



OPPORTUNITIES: COMMUNITY

- Align VP&S with priorities of our local communities
- Develop strategies to improve health care quality and access in our local communities
- Create new models for advancing community health
- Advance equity in clinical care
- Develop plan for growing bidirectional community-based research efforts

