STRATEGIC GOALS AND OBJECTIVES

1. Modify the medical school education and clinical setting learning experience to meet the changing needs of the healthcare landscape
   - Develop and implement a new Integrated Pathways Curriculum
   - Increase opportunities for students to provide continuous care of patients, usually in an outpatient setting, over the entire four years of medical school
   - Develop a clinical competence center
   - Expand educational technology infrastructure

2. Form and strengthen multidisciplinary centers of excellence in research
   - Have Downstate recognized as a national leader in health disparities and health equity education, research and practice
   - Form three Research Centers of Excellence in the areas of Molecular Cognition, Cardiovascular and Metabolism and Translational Control and RNA sequencing
   - Form a multi-investigator group for basic, clinical and translational research in stroke
   - Create interdisciplinary research institutes as part of SUNY-wide REACH and Networks of Excellence programs
   - Expand the MD/PhD program in Nanomedicine with SUNY Polytechnic Institute

3. Improve faculty development and assessment
   - Establish an Office of Faculty Affairs and Professional Development
   - Establish a taskforce on campus culture focusing on community life
   - Establish a workgroup for mentoring and professional development
   - Establish a workgroup on excellence in education to provide best practices to the teaching faculty

4. Enhance Downstate’s clinical enterprise
   - Restructure Downstate’s major teaching facility, University Hospital of Brooklyn (UHB), for innovative models of care and for training of future providers
   - Continue to work with Kings County Hospital to optimize its role as a major educational affiliate
   - Support affiliated training institutions to excel as educational partners and collaborators in training, patient care and research
   - Establish a borough-wide pilot initiative in Brooklyn to address health care needs in the community and to identify community partners
**GOAL 1: Modify the medical school education and clinical setting learning experience to meet the changing needs of the healthcare landscape**

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<tr>
<th>What do we want to have accomplished in the next two to five years?</th>
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<td>1. Develop and implement a new Integrated Pathways Curriculum</td>
<td>1) Develop an Integrated Pathways Curriculum in response to emerging trends in medical education 2) Enhance the medical student research experience</td>
<td>Phased-in implementation of the curriculum</td>
<td>Student assessment measures  Grading and student progress</td>
<td>A four year integrated academic curriculum in place for the first year class entering in August 2013 and overseen by the newly configured Office of Education</td>
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<td>2. Increase opportunities for students to provide continuous care of patients, usually in an outpatient setting, over the entire four years of medical school</td>
<td>1) Identify ambulatory teaching sites and establish clinical satellites 2) Undertake a pilot project involving one major public health problem in our community, such as diabetes or obesity</td>
<td>Ongoing</td>
<td>Increase in structured learning experiences combining community service with preparation and reflection</td>
<td>Continuity of care experience for all medical students</td>
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<td>3. Develop a clinical competence center</td>
<td>1) Facilitate teaching and certification of clinical skills through the use of standardized patients, mechanical task-trainers, and computerized simulators 2) An expanded clinical center is expected to be operational by 2017</td>
<td>Ongoing</td>
<td>Direct assessment  Individual assessment of clinical skills throughout the four years of medical school</td>
<td>Standardized patient experience  Task training and simulation available throughout the four year curriculum</td>
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<td>4. Expand educational technology infrastructure</td>
<td>1) Develop online objective-based modules for clerkships 2) Institute computerized testing 3) Implement a software monitoring system of clinical exposures for students and residents 4) Create an electronic curriculum database</td>
<td>Ongoing</td>
<td>Demonstration of how learning objectives are achieved through specific learning experiences</td>
<td>State of the art information technology to assist in evaluation and assessment of learning objectives and student progress in place and operational</td>
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**GOAL 2: Form and strengthen multidisciplinary centers of excellence in research**

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| 1. Have Downstate recognized as a national leader in health disparities and health equity education, research, and practice | 1) Develop a strategic plan for transdisciplinary research including public health, pre-clinical and translational studies, among others  
   2) Receive funding for a proposal from the President’s Health Disparities Research Fund  
   3) Seek and secure additional extramural support from the National Institutes of Health (NIH) and other agencies | The Brooklyn Health Disparities Center (BHDC) is funded by NIH as an EXPORT Center  
   President’s Health Disparities Research Fund is open to the faculty | A minimum of three NIH R01 (or equivalent) currently funded investigators  
   Associate members with funding and publications in health disparities and health equities research  
   Productivity of the BHDC and the general research productivity of the campus | Development of a robust Center of Excellence in Health Disparities and Health Equity  
   Sustainable Center of Excellence funded by extramural resources  
   Partnerships in place across campus and with industry and the community with the goal of becoming a major innovator in and focal point for health disparities research |
| 2. Form three Research Centers of Excellence in the areas of Molecular Cognition, Cardiovascular and Metabolism and Translational Control and RNA | 1) Form a Research Centers of Excellence Committee with faculty and Center directors identified  
   2) Propose Oversight Committee membership  
   3) Develop a program proposal | Planning in progress | Final selection of initial Research Centers of Excellence with founding membership and directors  
   Program proposal completed with staffing requirements, laboratory and office space identified, implementation of recruitment and enrichment activities for trainees, and evaluation of campus resources for Center support | Implementation of financially sustainable Research Centers of Excellence program |
| 3. Form a multi-investigator group for basic, clinical and translational research in stroke | 1) Develop the infrastructure for a research group  
   2) Submit published results  
   3) Secure ongoing research funding | Planning in progress | Group formed and meeting regularly | Funded research  
   Expanded publications |
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<td><strong>4. Create interdisciplinary research institutes as part of SUNY-wide REACH and Networks of Excellence programs</strong></td>
<td>1) Develop a new organizational model for institutes and centers of excellence among SUNY's four academic medical centers  2) Plan a SUNY-wide center for Pain and Addiction from Bench to Bedside</td>
<td>Planning in progress</td>
<td>Development of a comprehensive plan including faculty, funds, space, technology, communication and collaborative partners in priority areas</td>
<td>Formation of interdisciplinary groups among SUNY's four academic health centers  Comprehensive program plan with identified resources  Funding secured through grants</td>
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<td><strong>5. Expand the MD/PhD program in Nanomedicine with SUNY Polytechnic Institute</strong></td>
<td>1) Develop curriculum, faculty and budget resources  2) Finalize a plan with projected enrollment  3) Develop new funding streams to support students in the Program</td>
<td>Executive committee comprised of faculty from both institutions and co-program Directors (one from each campus) are in place  Program approved in January 2011 and is an ongoing partnership with SUNY Polytechnic</td>
<td>Development and implementation of a joint degree program  Approval of New York State Education Department (NYSED) and SUNY</td>
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**GOAL 3: Improve faculty development and assessment**

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<td><strong>1. Establish an Office of Faculty Affairs and Professional Development</strong></td>
<td>1) Appoint a Vice President to lead the Office of Faculty Affairs and Professional Development 2) Support the diversity of the faculty and their professional development 3) Address academic personnel matters including recruitment, on boarding, promotion and tenure 4) Support individual faculty development across their professional careers</td>
<td>■ Vice President of Faculty Affairs and Professional Development hired August 2014  ■ The Office of Faculty Affairs and Professional Development was established  ■ Deans are actively being recruited for the Colleges of Medicine and Health Related Professions  ■ Onboarding process is being streamlined with senior leadership  ■ Human Resources and Finance are working to determine the necessity of using a search firm when hiring difficult to recruit faculty  ■ A campus-wide faculty orientation is being planned  ■ A faculty development lecture series is being organized  ■ Faculty mentors are being assembled from all Schools/Colleges  ■ On-site workshops, lectures and web-based resources for teaching and assessment methods are being planned</td>
<td>■ Utilization of web-based resources  ■ Attendance at faculty development presentations  ■ Paper survey results of presentations  ■ Participation in Association of American Medical Colleges (AAMC) faculty survey by June 2015</td>
<td>■ Fully staffed and functioning Faculty Affairs and Professional Development Office  ■ Campus-wide faculty orientation  ■ Satisfaction by faculty with the usefulness and faculty-focus of the Office of Faculty Affairs and Professional Development</td>
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<td><strong>2. Establish a taskforce on campus culture focusing on community life</strong></td>
<td>1) Implement SUNY-wide policies against sexual violence 2) Hold regular taskforce meetings</td>
<td>■ Priorities of taskforce are being determined</td>
<td>■ Assessment of completion plan action items</td>
<td>■ A campus that is collegial, focused on the well-being of students and faculty alike, fostering an atmosphere conducive to education, research, and clinical care</td>
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<td><strong>3. Establish a workgroup for mentoring and professional development</strong></td>
<td>1) Schedule regular social events, some with educational presentations, to recognize the contributions of outstanding faculty from all our Schools/Colleges 2) Assemble a list of available mentors across all Schools/Colleges 3) Implement special coaching for mentors</td>
<td>■ Events are currently being scheduled and held</td>
<td>■ Surveying participants to see if their professional goals are being met  ■ Surveying participants on usefulness/satisfaction with mentors</td>
<td>■ Useful and value-added individual development plans utilized over the entire academic year  ■ Target number of goals achieved</td>
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| 4. Establish a workgroup on excellence in education to provide best practices to the teaching faculty | 1) Keep faculty updated on new ideas through enrichment programs  
2) Help faculty grow towards teaching excellence with educational techniques utilizing workshops, lectures, and web-based presentations  
3) Assist faculty in expanding their academic and teaching portfolios | Formal and informal programs have been established across campus using workshops, lectures, and web-based presentations | Participation in the monthly learning academy series  
Monthly advertising and marketing series across campus  
Participation in quarterly faculty development conferences/seminars  
Participation in the lunch and learn special interests series | Faculty becoming aware and more comfortable using SUNY educational resources  
Better understanding by faculty of what works in the classroom, with small groups and with adult learners  
Presentations that are interactive, stimulating, engaging and add value for students |
### GOAL 4: Enhance Downstate’s clinical enterprise

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| 1. Restructure Downstate’s major teaching facility, University Hospital of Brooklyn (UHB), for innovative models of care and for training future providers | 1) Reconfigure inpatient and outpatient services to meet community needs 2) Develop an adequate and geographically diverse primary care base through partnerships 3) Enhance ambulatory and community-based health care models | Ongoing | Stable or growing inpatient and outpatient volumes at UHB  
Stable or increasing compliance with all educational accreditation standards for clinical placements | University Hospital of Brooklyn is a major innovator in the delivery of health care services that are integrated with educational and clinical training programs for medical professionals |
|  |  | Downstate is an active participant in the State Delivery System Reform Incentive Payment (DSRIP) Program through partnership with the Health and Hospitals Corporation (HHC) |  |
| 2. Continue to work with Kings County Hospital to optimize its role as a major educational affiliate | 1) Increase clinical collaboration and educational training 2) Partner in the development of an accountable care organization (ACO) and patient-centered medical home (PCMH) 3) Serve as a model for clinical training | Ongoing | Resident and student evaluations for clinical sites  
Compliance with all educational accreditation standards for clinical placements | In partnership with Downstate, Kings County Hospital aligns its educational and training programs to meet the new models of healthcare in Brooklyn |
|  |  | DSRIP partnership established |  |
| 3. Support affiliated training institutions to excel as educational partners and collaborators in training, patient care, and research | 1) Provide enhanced professional development opportunities for affiliated faculty and program directors including teaching skills development, mentoring, and evaluation techniques | Ongoing | Improved retention of affiliated faculty  
Improved undergraduate and graduate medical trainee experiences and evaluations at affiliated facilities | Development programs in place for faculty at affiliated training sites  
Greater collaboration between the College of Medicine and affiliated faculty  
Improved site evaluations by Downstate trainees |
|  |  | DSRIP partnership established |  |
| 4. Establish a borough-wide pilot initiative in Brooklyn to address healthcare needs in the community and to identify community partners | 1) Develop partnerships for the academic enterprise within the DSRIP Performing Provider System (PPS) in Brooklyn | DSRIP partnership established | DSRIP application submitted to the New York State Department of Health (NYSDOH) in December 2014  
DSRIP project funded (expected in early 2015) | Addressing priority health workforce needs in Brooklyn through DSRIP funding of academic programs, particularly primary care, behavioral health, and ambulatory care health professionals  
Development of new models of care, addressing community health care needs and health equity |