

## AMBITION STATEMENT

**To be a leading college of medicine that transforms the health of our communities through inclusive and innovative education, discovery and care.**

**The Ohio State University College of Medicine will deliver on this ambition by manifesting a culture where people feel valued, have the opportunity to thrive and excel, care for themselves and each other, and celebrate all forms of diversity.**

Goals	Strategies	As Measured by
<p style="text-align: center;"><b>Talent</b></p> <p><b>Attract, develop, value and retain a diverse and inclusive team of talented people committed to innovation, collaboration and impact</b></p>	<ol style="list-style-type: none"> <li>1. Embody and sustain an inclusive culture for all that inspires, reflects our organizational values and drives high engagement</li> <li>2. Design and implement a high-touch, high-value, data-driven recruitment and retention process that attracts and retains diverse world-class talent</li> <li>3. Increase engagement and proactive retention of faculty, staff and learners through robust development, effective and efficient mentoring and defined promotion, tenure and career pathways</li> <li>4. Advance the academic mission through support of protected time for faculty to engage in research and/or teaching while balancing clinical workloads</li> <li>5. Ensure equitable compensation for all that competes in the market place and is applied consistently across the College of Medicine</li> </ol>	<ul style="list-style-type: none"> <li>• Faculty, staff and learner engagement scores</li> <li>• Faculty, staff and learner retention</li> <li>• Number of faculty, staff and learners</li> </ul>
<p style="text-align: center;"><b>Diversity, Equity and Inclusion</b></p> <p><b>Be a national leader of inclusive excellence by delivering on diversity, equity, inclusion and belonging among all faculty, staff and learners</b></p>	<ol style="list-style-type: none"> <li>1. Increase recruitment of individuals who identify with underrepresented communities at all levels of the organization</li> <li>2. Expand College of Medicine Office of Diversity and Inclusion with resources and infrastructure to support faculty, staff and learner initiatives and the creation of inclusive and safe environments</li> <li>3. Create unified identity, community and KPIs for DEI vice chairs and program directors</li> <li>4. Create awareness that translates into change in learning pattern and cultural behaviors through mandatory training provided by the Anti-Racism Action Plan</li> <li>5. Establish measure of accountability within annual review and incentive structure for faculty and staff leaders driving diversity and inclusion</li> <li>6. Formally assess curriculums, policies, compensation, recruitment and retention practices and learning environment and alter as needed to achieve equity, parity and best practice</li> <li>7. Increase philanthropic funding for DEI efforts including scholarships and developing endowed chair position for DEI</li> <li>8. Expand opportunities for underrepresented communities, first-generation college students, Pell Grant recipients to pursue careers in medicine and basic science</li> </ol>	<ul style="list-style-type: none"> <li>• Diversity at all levels of the organization</li> <li>• Compensation and leadership positions parity</li> <li>• USNWR Medical School Diversity Index ranking</li> </ul>
<p style="text-align: center;"><b>Discovery</b></p> <p><b>Lead life-altering biomedical discoveries and their translation into breakthrough health care solutions</b></p>	<ol style="list-style-type: none"> <li>1. Recruit, proactively retain and develop a diverse group of the nation's best scientists, clinician-scientists, postgraduates and research staff</li> <li>2. Increase quantity and quality of available interdisciplinary biomedical (basic, translational, clinical) research space through more efficient space utilization and building new and repurposing existing space</li> <li>3. Build recognized strength in targeted scientific fields across the health sciences</li> <li>4. Invest in infrastructure that enables and supports a broad and diversified scientific portfolio and growth of the enterprise</li> <li>5. Build strategic partnerships and reinvent health commercialization to enhance the research portfolio and improve technology transfer outcomes</li> <li>6. Increase and diversify types of funding support for research and discovery</li> </ol>	<ul style="list-style-type: none"> <li>• Total and NIH awards</li> <li>• New and renovated research space</li> <li>• Return on investment for research</li> </ul>
<p style="text-align: center;"><b>Education</b></p> <p><b>Implement innovative, interprofessional education in an inclusive environment to educate and support the most diverse and sought-after health science professionals in the world</b></p>	<ol style="list-style-type: none"> <li>1. Utilize innovations that will enable OSU to serve as a national leader in delivering excellence in health science education</li> <li>2. Create a next generation, supportive learner-centered environment through the advancement of interprofessional education through curriculum, programmatic innovations and College of Medicine facilities</li> <li>3. Become a national leader in embracing and advancing inclusive excellence and cultural competencies among faculty, staff and students</li> <li>4. Outperform peers and serve as a national model on developing pathways that promote access and innovative models to ensure affordability</li> <li>5. Lead health science education through excellence in teaching and learning encompassing all mission areas</li> <li>6. Ensure fiscal sustainability through strategic growth of educational programs and alternative sources of revenue</li> </ol>	<ul style="list-style-type: none"> <li>• USNWR Best Medical Schools rank</li> <li>• Peer reviewed education products</li> <li>• Student indebtedness</li> <li>• Endowed scholarship opportunities</li> </ul>
<p style="text-align: center;"><b>Care</b></p> <p><b>Deliver innovative and transformative models of comprehensive care</b></p>	<ol style="list-style-type: none"> <li>1. Develop and implement best-in-class resources to foster well-being across the entire college community</li> <li>2. Deliver superior quality, safety and accessibility for patients, referring providers and payers</li> <li>3. Grow tertiary and quaternary care through targeted service line expansion and differentiation</li> <li>4. Deliver cost-effective, person-centered care at the right time and in the right place</li> <li>5. Create and strengthen partnerships to solve complex community health problems and improve statewide care</li> <li>6. Expand and develop innovative team-based care initiatives that include interprofessional practice and education</li> <li>7. Establish a high-performing integrated faculty practice plan that enables the enterprise ambition</li> </ol>	<ul style="list-style-type: none"> <li>• Faculty, staff, learner well-being</li> <li>• Length of stay</li> <li>• Patient access and experience</li> <li>• New patient growth</li> </ul>
<p style="text-align: center;"><b>Health Equity</b></p> <p><b>Advance health equity and address social determinants of health</b></p>	<ol style="list-style-type: none"> <li>1. Lead efforts to recruit health equity faculty through the university RAISE initiative</li> <li>2. Collaborate with the Office of Health Equity, Diversity and Inclusion on college activities to drive health equity</li> <li>3. Expand research in health equity, social determinants of health, population health, and health services and implementation science</li> <li>4. Reduce health disparities among our patients and communities through care delivery and education</li> <li>5. Integrate health equity and community engagement education into culture and curriculum as a learner requirement</li> <li>6. Align service learning opportunities with strategic priorities of the enterprise based on communities' most pressing health needs</li> <li>7. Develop strategic partnerships and provide infrastructure to support health equity, community transformation and collective impact</li> </ol>	<ul style="list-style-type: none"> <li>• RAISE health equity-focused faculty recruits</li> <li>• Health equity strategic partnerships</li> <li>• Investment in community health</li> </ul>
<p style="text-align: center;"><b>Resource Stewardship</b></p> <p><b>Be a responsible steward of all resources to enable strategic investment in all aspects of our mission</b></p>	<ol style="list-style-type: none"> <li>1. Optimize funds flow between the college, health enterprise and university to ensure effective resource investment aligned with strategic priorities across mission areas</li> <li>2. Align resource investments with strategic priorities of the college and improve transparency of allocation decisions</li> <li>3. Reinvest in facilities in alignment with Master Facility Plan to enable growth and efficiency in education, discovery and care</li> <li>4. Meet established college targets for the Time and Change Campaign</li> <li>5. Execute growth plan for philanthropy and increase endowed professorships and support for faculty and staff, learner access and affordability, research and capital projects</li> </ol>	<ul style="list-style-type: none"> <li>• Revenue growth</li> <li>• Space utilization and cost per square foot</li> <li>• Philanthropy to the college</li> <li>• Endowed chairs and scholarships</li> </ul>