

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