LEWIS KATZ SCHOOL OF MEDICINE

Lewis Katz
School of Medicine

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Inspiring Excellence

KATZ SCHOOL OF MEDICINE STRATEGIC PLAN **2024 - 2029**

June 2024

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Letter from Dean Goldberg

I am thrilled to present the Lewis Katz School of Medicine's 2024–2029 Strategic Plan: *Inspiring Excellence.* This has been an exciting opportunity for our community to come together to envision a **Big and Bold** future for our school in a way that is deeply rooted in our commitment to excellence.

Katz is truly unique, distinguished by our commitment to a humanistic approach to education, healthcare, and biomedical science. As a community, we are united by our shared goal of making a difference in education, patient care, research, and service. *Inspiring Excellence* is a testament to our collective efforts and dedication to continuous improvement.

Inspiring Excellence is the result of months of collaboration, reflection, and effort from each and every one of you. This plan incorporates a diverse array of perspectives and expertise across our Katz faculty, staff, and students; representatives from our Board of Visitors and Medical Alumni Association; Temple University (TU) trustees, Temple University Health System (TUHS) and Temple University Hospital (TUH) board members, and executive leadership from the Temple enterprise; and our community partners. The talent and skill at Temple are world class, and our potential is only limited by how high we are willing to aim—and we are aiming as high as it gets.

As we embark on this new chapter, let us remember that the journey is just as important as the destination. *Inspiring Excellence* is not just a document; it is a living, breathing testament to our shared vision and values. As my father used to say, "If your reach does not exceed your grasp, then what is heaven for?"

I want to express my deepest gratitude to each of you for your dedication, passion, and unwavering commitment to Katz. Your voices have been heard, and your contributions have been invaluable in shaping our strategic direction. Together, we have created a plan that reflects the very best of who we are and what we aspire to be.

As we move forward, let us do so with a sense of purpose and determination. It is with a deep commitment to the values of teamwork, optimism, communication, and excellence that we embrace the challenges and opportunities ahead. Together, we can achieve greatness and make a lasting impact on the lives of those we serve.

Sincerely,

Amy J. Goldberg, MD, FACS
The Marjorie Joy Katz Dean

About Lewis Katz School of Medicine[1]

Founded in 1901 as Pennsylvania's first coeducational medical school, the Lewis Katz School of Medicine has attained a national reputation for training humanistic clinicians and biomedical scientists. The school attracts students and faculty committed to making a difference in patient care, research, education, and public service—at home and across the globe.

Katz and Temple University Hospital (TUH), its chief clinical training site, provide care for patients from throughout the region seeking advanced tertiary- and quaternary-level care. In addition, TUH serves one of the most vulnerable populations in the nation, providing more free and underreimbursed care than any other hospital in Pennsylvania.

With clinical training sites that include other member hospitals and specialty centers of the Temple University Health System (TUHS), two campuses, and educational affiliates, medical students gain experience in a variety of urban, suburban, and rural inpatient and outpatient settings. Through this premier academic medical center experience, they learn to provide culturally competent, interprofessional care to a diverse population of patients with simple conditions as well as highly complex ones.

Katz is a school that embodies not just technical excellence but diversity, equality, and inclusion. It teaches the true art and science of "doctoring." Moreover, its educational strategic plan, "Improving Health Through Innovation in Medical Education," keeps pace with new medical knowledge and with emerging trends in care delivery.

The school's home base on the Health Sciences Campus in Philadelphia is a spectacular 11-story, 480,000-square-foot medical education and research building that features state-of-the-art facilities and technologies for medical education and research. A second, regional campus in Bethlehem at St. Luke's University Health Network began enrolling medical students in 2011. With specialized research centers focused on population health, metabolic disease, cancer, heart disease, and other strategic priorities, the school conducts investigations to break new ground—and trains future generations of researchers to follow suit.

On October 13, 2015, Temple's medical school was officially dedicated as Katz—a historic milestone in the school's history. Thousands of people participated in events celebrating this change, which Dean Larry Kaiser, MD, said, "joins our school's legacy to the values that Lewis lived by and the values which we have always tried to instill in our students—hard work, dedication, service."

Katz is part of Temple Health, a $2.6 billion enterprise.

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1   https://medicine.temple.edu/about/about-school.

Executive Summary: A Temple Made Future

The Lewis Katz School of Medicine has a long and rich history rooted in excellence in education, research, patient care, and community service. With its national reputation for training humanistic clinicians and biomedical scientists, coupled with its commitment to excellence in academic health and making medical education accessible to all students, Katz has successfully attracted top-talent faculty and physician leaders, as well as gifted and promising students. With a dedication to collaboration and inclusive engagement of the entire Katz community, including faculty, staff, and students, alongside Temple University (TU) and Temple Health, as well its external communities, Katz initiated a strategic planning process to refine the school's mission and vision and chart the course for the next five years.

Inspiring Excellence is driven by a vision of a big and bold future, one that harnesses the unlimited potential and passion deeply embedded within the community and honors a long history of valuing and embracing diversity and health equity.

Strategic Framework

Mission and Vision Statements

The Katz mission and vision statements, crafted collaboratively with input from over 150 individuals across the school community, emphasize its core tenets of responsiveness, inclusion, innovation, excellence, and commitment to social change in all mission areas. These inspirational statements were formulated to represent the Katz community and articulate key beliefs about the future and will serve as directional statements for the organization's journey forward.

Mission and Vision Statements

Mission

Align with our diverse communities to advance medicine and improve health through education, research, training, and development of the next generation of clinicians, educators, and scientists.

Vision

The Lewis Katz School of Medicine will inspire a new standard of excellence in education and research and lead social change in medicine.

Goals and Strategic Priorities

Strategic goals and priorities provide focus, intention, and direction to advance Katz's mission and vision. The goals and strategic priorities reflect the themes identified throughout the stakeholder interviews; environmental scan; and leadership, work group, and community input. The synthesis of input across a wide variety of sources and perspectives ensures alignment with strengths and opportunities to drive a sustainable plan and prioritization for subsequent strategic initiatives.
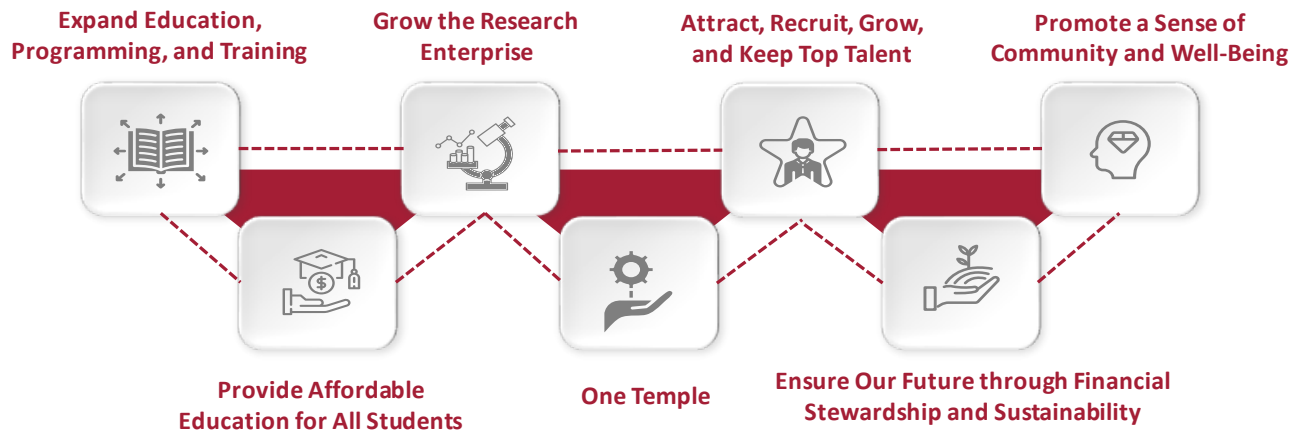
Goals

Goals articulate the ultimate objectives that guide the Katz strategic plan, defining the desired future state and serving as the foundation for decision-making and action.

Increase Our Impact through Service, Research, Scholarship, and Storytelling

Live, Work, and Learn Together with Our Partners and Communities

Nurture Our People to Unlock Individual and Collective Potential

Design Sustainable Pathways for the Future

Strategic Priorities

Strategic priorities constitute the key areas that are critical for Katz to achieve its goals, guiding resource allocation and ensuring that efforts are aligned with the overall strategic direction.

Expand Education, Programming, and Training

Grow the Research Enterprise

Attract, Recruit, Grow, and Keep Top Talent

Promote a Sense of Community and Well-Being

Provide Affordable Education for All Students

One Temple

Ensure Our Future through Financial Stewardship and Sustainability

Strategic Initiatives

Strategic initiatives are actionable projects and programs that serve as a response to the school's beliefs about its future direction. They are guided by the strategic priorities, providing a roadmap for organizational units and interdisciplinary teams to work together to achieve the goals. The strategic initiatives, vetted by the Katz community in a strategic planning retreat, provide clear guidance while fostering creativity and innovative thinking in their execution. Ultimately, the strategic initiatives serve to unify Katz in pursuit of its vision, promoting alignment and a shared sense of purpose.
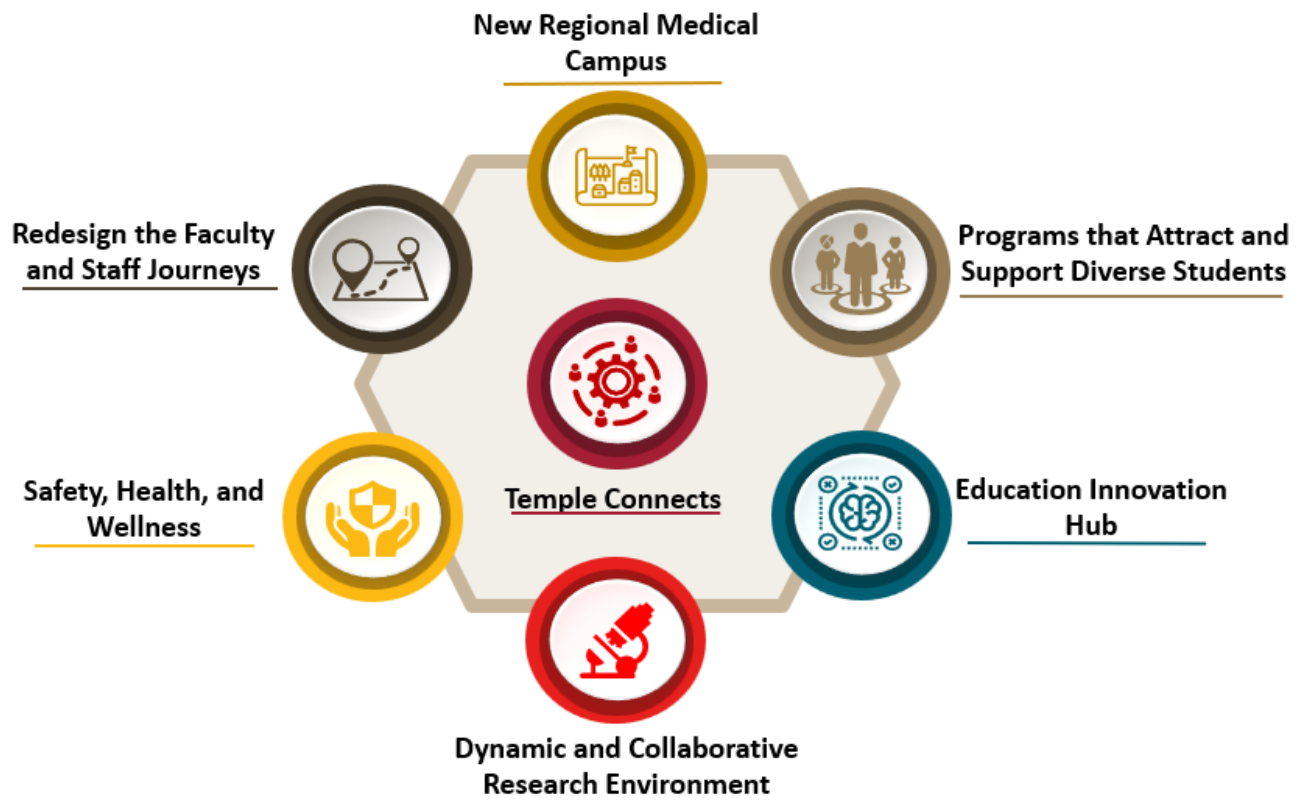
New Regional Medical Campus

Establish a new regional medical campus with a new clinical partner, opening doors to expand into new geographies and explore partnerships beyond education.

Key Objectives:

- Expand the school's reach and impact.
- Build sustainable, long-term partnerships that align and advance all mission areas.
- Foster high levels of engagement and consistency across campuses, emphasizing "system-ness" in medical education and healthcare delivery.

Supporting Tactics

1. Expansion strategy outlining objectives, timelines, and resource allocation for extending regional campuses into new geographies.

2. Comprehensive framework for the evaluation and selection of clinical affiliates and partners, encompassing education, research, and training.

3. Ensure the highest levels of engagement across faculty and staff emphasizing "system-ness" and consistency in the delivery of our missions across our regional campuses.

Programs That Attract and Support Diverse Students

Enhance program offerings to attract and support diverse students, focusing on expanding outreach, creating cost-effective pathways for medical education, and increasing tuition scholarship opportunities to alleviate student debt burden.

Key Objectives:

- Enhance accessibility by reducing financial barriers through increased scholarships.
- Improve student success by creating a supportive and inclusive academic environment.
- Promote diversity by attracting and supporting students from diverse and underrepresented backgrounds.

Supporting Tactics

1. Accelerated and/or other approaches to offering more cost-effective pathways for students to complete their education and training.

2. Collaboration opportunities across the Temple enterprise to create new and enhance joint, interdisciplinary education programs.

3. Conduct a targeted campaign to raise funds (aspirational target) for tuition scholarships.

4. Enhance and expand support services, such as counseling and academic assistance, to address the unique needs of all students.

Education Innovation Hub

Create a hub focused on exploring, testing, scaling, and disseminating educational methodologies that will support evidence-based teaching and learning for the 21st century.

Key Objectives:

- Drive innovation by developing and implementing new educational approaches and technologies.
- Foster collaboration by creating a platform for faculty, staff, and students to exchange ideas and best practices.
- Enhance learning outcomes by integrating innovative teaching methods and technologies into the curriculum.

Supporting Tactics

1. Establish an entrepreneurial platform to generate, test, and spread innovations in education, specifically regarding how education is delivered to students/trainees.

2. Identify and develop shared curricular elements and cross-program learning communities that foster interdisciplinary learning.

3. Develop a framework for faculty development and engagement.

4. Cultivate academic and industry partnerships to inform and enhance instructional design practices.

5. Launch pilot programs with timely and formalized feedback processes to test and refine new teaching methodologies prior to full implementation.

Dynamic and Collaborative Research Environment

Foster a dynamic and collaborative research environment through enhanced collaboration, communication, and resource access, driving impactful advancements across disciplines.

Key Objectives:

- Enhance collaboration to drive innovative research.
- Facilitate seamless communication among researchers and partners to accelerate the translation of research findings into real-world applications.
- Cultivate a supportive research infrastructure and environment that attracts top talent and encourages continuous learning and development.

Supporting Tactics

1. Further assess the current research portfolio to develop a joint research advancement strategy that prioritizes areas of strength and realizes efficiencies throughout Katz and Temple Health.

2. Develop and adopt a funding model that directs institutional resources based on an assessment of performance and potential.

3. Enhance and align organizational recruitment and retention strategies for research and clinical service areas.

4. Establish an Office for Research Development, including a formal operating plan.

Redesign of the Faculty and Staff Journeys

Redesign the faculty and staff journeys to align with strategic goals, fostering professional development, career advancement, and a sense of community through interdisciplinary engagement and mentorship initiatives.

Key Objectives:

- Enhance career development by establishing clear pathways for career progression and providing ongoing skill development opportunities.
- Improve performance management through effective tools and processes tailored to Katz's needs.
- Strengthen recruitment and retention efforts by implementing leader development initiatives and diversity-and-inclusion-focused strategies.

Supporting Tactics

1. Formalize and launch the faculty and staff journey redesign initiatives by engaging stakeholders, defining expected outcomes, and developing initiative charges.

2. Develop a faculty and staff recruitment and retention plan that considers growth; succession; and diversity, equity, and inclusion considerations.

3. Establish and/or promote faculty career progression frameworks by defining clear criteria, fostering ongoing skill development, and enhancing the performance management process and supporting tools.

4. Enhance faculty and staff leadership development initiatives that address the unique needs of individuals and prepare them for advancement (e.g., mentorship programs, educational workshops).
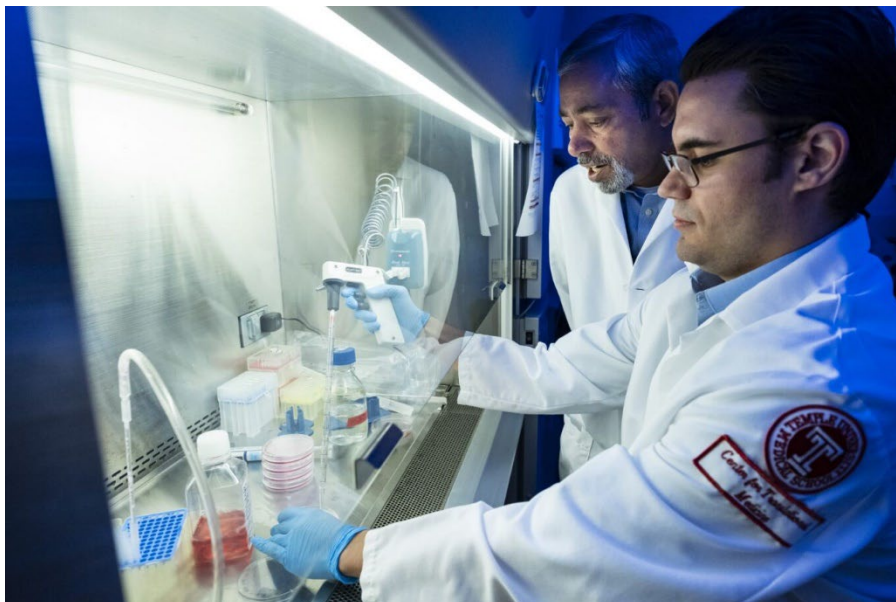
Temple Connects

Increase community engagement and foster a sense of belonging, utilizing technology-supported approaches to improve satisfaction, connection, resilience, and responsiveness.

Key Objectives:

- Increase the sense of belonging among faculty, staff, and students by creating inclusive environments and support systems.
- Improve organizational resilience and responsiveness through technology to streamline processes and enhance decision-making capabilities.
- Promote bidirectional collaboration within and across our communities to codesign how Katz supports and is supported.

Supporting Tactics

1. Integrate Business Intelligence Unit processes, including defining role(s), across Temple.

2. Reduce firewalls for system and platform integration.

3. Introduce online collaboration tools, enabling faculty and staff to connect, share insights, and work together on projects.

4. Establish an Office for Community Engagement, focusing on the interest and needs of, and fostering sustainable projects to deepen our connection and strengthen our partnership with, the community.

5. Develop a framework for creating and engaging affinity groups spanning students, faculty, and staff, including a focus on diversity, equity, and inclusion initiatives.

6. Launch recurring annual events to boost connection and engagement (e.g., volunteer days, symposia).

Safety, Health, and Wellness

Improve safety, health, and wellness by promoting these values in Katz's culture, policies, and operations, ensuring they are integrated into all activities.

Key Objectives:

- Enable and support a culture and infrastructure that prioritizes safety, health, and wellness.
- Bolster high-impact support functions for faculty, staff, and students.

Supporting Tactics

1. Appoint/charge a senior leader to promote safety, health, and wellness initiatives and be accountable for advancing these initiatives.

2. Improve satisfaction with safety and security across our campuses.

3. Identify and enhance high-impact support functions for students, faculty, and staff (e.g., counseling, childcare, facilities).

4. Implement formalized measurement and accountability mechanisms (i.e., annual engagement survey).