LEWIS KATZ SCHOOL OF MEDICINE

Inspiring Excellence

KATZ SCHOOL OF MEDICINE STRATEGIC PLAN 2024 - 2029

**Year 1 Review and Year 2 Outlook
2024-2025**

I.   Letter from the Dean

Two years ago, at the end of my first year as the Marjorie Joy Katz Dean of the Lewis Katz School of Medicine, our school began building a comprehensive strategic plan that would outline the shape and path of our big and bold future. One year ago, with a new mission and vision statement to serve as our north star, and the strategies and tactics to achieve our goals, we stepped confidently into the first year of our five-year plan. Today, as I reflect on the progress of Year One of **Inspiring Excellence**, I'm filled with pride, gratitude and excitement.

This report demonstrates what's possible when a community comes together with shared purpose, determination and commitment to who we are and who we want to be. Thank you to the workgroup champions and members who devoted countless hours to driving this progress, and to the partners across the school, health system, university, North Philadelphia community and beyond who have helped bring these initiatives to life. Your dedication, collaboration and persistence have yielded impactful results, and created the momentum that brought us here.

As we look ahead to Year Two, I'm confident that momentum will grow, making us ever better, ever stronger and ready to meet what's next.


Amy J. Goldberg, MD, FACS
The Marjorie Joy Katz Dean
Lewis Katz School of Medicine

II.   **Overview: A Story of Progress, Purpose, and Community**
        Beyond marking the start of a new chapter for the Lewis Katz School of Medicine, the launch of *Inspiring Excellence 2024–2029* in August 2024 reflected the incredible distance already travelled by the Katz community. Before a single tactic was implemented, the school, led by Amy J. Goldberg, MD, FACS, the Marjorie Joy Katz Dean, engaged hundreds of voices across Katz, Temple Health, Temple University at large, and our community partners in North Philadelphia and beyond to lay the plan's groundwork across a year of collaboration and feedback. Faculty, staff, students, alumni, and community members all played a role in building a plan that provides a roadmap for the future, with flexibility to responsively evolve and adapt.
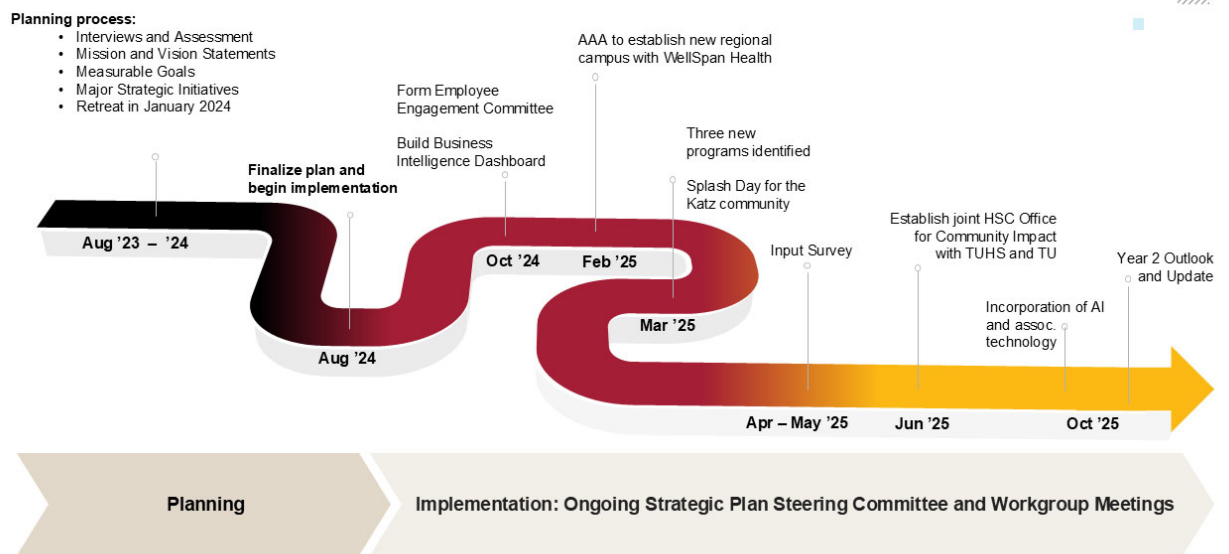
Highlights of our distance traveled from planning to ongoing implementation

The plan was also developed, and is continually monitored, to ensure alignment with strategic priorities across Temple University (currently undergoing a refresh), Temple Health and Temple Faculty Physicians. When Inspiring Excellence officially launched in August 2024, it marked the beginning of a shared commitment across the Katz community, and moved quickly off the page and into practice. The **Inspiring Excellence portal** launched simultaneously, serving as a public hub for strategic plan content and updates and keeping communication and transparency a priority. The portal includes detailed workgroup pages, progress reporting, downloadable resources, video content and a blog for ongoing storytelling.

Visit the Inspiring Excellence portal

Over the course of Year One, the community came together to advance the plan in measurable and meaningful ways. Each workgroup met regularly, supported by Strategic Planning Steering Committee (SPSC) meetings that provided structure and oversight. Work group members and champions, all listed on the Inspiring Excellence web portal, helped move from strategy to action. Their work involved coordination and collaboration with countless partners across departments, programs and institutions, as well as active synergy and partnership across the workgroups themselves, to realize the plan's tactics.

In March 2025, midway through Year One, we hosted Splash Day to further socialize the plan and invite continued engagement. This school-wide event gave work group champions and members a platform to share the progress they had made, outline what was ahead, and connect their work back to the school's broader goals. It also created an opportunity to gather feedback from the community and ensure that the implementation process remained transparent, inclusive and responsive.

At the same time, a survey was collaboratively developed and launched to gather a baseline on Katz community engagement and satisfaction, which informed strategy and guided initiatives across the balance of the year, ensuring synergy between the school's goals and the community's needs.


The Katz Community comes together for Splash Day

As the work advanced across all strategic areas, the school recognized the need to account for emerging technologies, most notably artificial intelligence, as a factor that touches nearly every aspect of academic medicine. From education and research to clinical care and operations, AI is reshaping how institutions train physicians, generate knowledge, and deliver care. Each of the tactical work groups began incorporating considerations around technological change into their efforts, ensuring that strategies remain relevant and forward-looking. To reflect this shift, the "Plan at a Glance" visualization was updated to show how technological advancement, especially the impact of AI, is being integrated across the plan - an example of how the strategic plan is designed to be responsive and evolve as new priorities and challenges emerge.
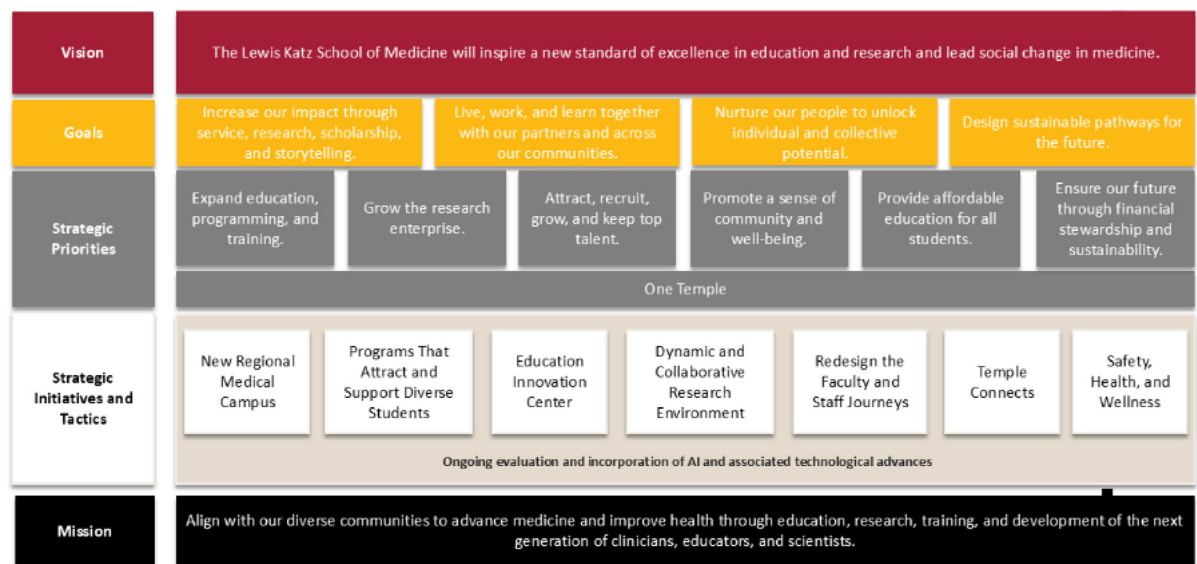
Plan at a Glance as of October 2025

III.	**A Year of Doing**

Under the guidance of the SPSC, each strategic priority workgroup, led by its champions and in collaboration with relevant partners, refined and activated on the tactics outlined in the plan. Progress is tracked by work on action items related to each tactic, and monitored against definable annual SMART goals and longitudinal measures of success that ladder into each workgroup's charge.

Strategic Initiatives Our Charge

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.

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.

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.

Dynamic and Collaborative Research Environment

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

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.

Temple Connects

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

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.

KATZ SCHOOL OF MEDICINE

Inspiring Excellence Strategic Initiatives

New Regional Medical Campus

In Year One, Katz made meaningful progress toward expanding its regional presence with the formal establishment of a new regional medical campus in partnership with WellSpan Health. This move strengthens Katz's reach into York County and represents a broader strategy to build long-term, mission-aligned partnerships that extend beyond education to support research, training, and clinical care.

The SMART goal for the year, executing a formal academic affiliation, was achieved with Temple University Board approval in February 2025, followed by the official agreement signing in March. By April, clinical rotations were underway, supported by

more than 30 adjunct faculty appointments. These early efforts are setting the groundwork for consistent, high-quality learning experiences across Katz campuses.

In parallel, a detailed LCME submission is being developed for December 2025, and a partner evaluation framework was created to guide future affiliate decisions, ensuring each partnership strengthens Katz's full mission portfolio. These steps are helping shape a sustainable model for expansion that keeps faculty and staff engagement at the forefront while reinforcing "system-ness" across all Katz sites.

These efforts reflect not just a milestone for the year, but ongoing progress toward broader measures of success: expanding geographic impact, advancing institutional alignment, and building partnerships that last. The SMART goal served as an annual benchmark, while continued work in Years Two through Five will measure success against the full vision for our regional campus experience.

Programs That Attract and Support Diverse Students

Throughout Year One, Katz advanced a range of efforts to attract and support a more diverse student body, laying a foundation to increase access to medical education while addressing structural barriers, particularly the financial burden of medical training. These efforts are closely tied to the school's long-term goals of reducing student debt, creating more inclusive pathways into medicine, and improving the overall Katz student experience.

The SMART goal for the year, reducing median student debt to $175,000, was not only met but exceeded. This progress was driven by a strengthened scholarship strategy, with fundraising for tuition support now fully integrated into major gifts and annual giving campaigns. This work continues to directly support Katz's top philanthropic priority.

The school also launched new programs to broaden entry points into medicine, including a 3+2 Physician Assistant pathway in partnership with Temple's College of Science and Technology. This initiative reflects Katz's commitment to building cost-effective, interdisciplinary routes into healthcare careers as well as collaborative opportunities across the university. At the same time, planning was completed for the new Lang Medical Scholars Program, a pathway program for middle and high school students to explore careers in healthcare. Following a model originally established at Columbia University, Katz is set to welcome its first cohort in Fall 2026, to further expand early exposure for future prospective students.

Across offices, collaboration deepened to improve student support. Weekly coordination between Health Equity, Diversity and Inclusion, Admissions, and Institutional Advancement helped align outreach and engagement strategies. These behind-the-scenes efforts are key to strengthening the pipeline, increasing support services, and ensuring students from all backgrounds feel a sense of belonging once they arrive.

This progress reflects a broader set of measures Katz is tracking across the five-year plan: increasing scholarship funding, creating more early assurance and interdisciplinary programs, and deepening engagement with alumni and partners who support underrepresented students. While the SMART goal provided a clear, measurable benchmark for Year One, the work is ongoing, and central to Katz's mission to ensure that any student with the passion to practice medicine has the opportunity to do so.

Education Innovation Hub

In Year One, the Education Innovation Hub began shaping a future-focused approach to how Katz delivers medical education that is responsive to new technologies, grounded in evidence-based teaching, and designed to better prepare learners for a rapidly changing healthcare environment. The work focused on creating both the structures and the culture needed to test, refine, and scale new ideas in curriculum, instructional design, and faculty development.

The SMART goal for the year, identifying three programmatic opportunities to promote collaboration within Katz and across Temple, was fully achieved. Notable examples include the launch of the 3+2 PA program with the College of Science and Technology, and the design and ongoing development of a new interdisciplinary master's program in clinical trials (partnering with the Fox School of Business, College of Public Health, and School of Pharmacy) and a Doctor of Medical Science/Doctor of Health Science degree track. Work for these two programs will continue in Year Two. Each of these efforts underscores Katz's role in fostering cross-campus innovation while addressing emerging workforce needs.

Teaching development was also a major focus this year. The Health Science Teaching Institute was relaunched to support evidence-based instruction, and new dashboards and tools were introduced to better track faculty effort and student learning outcomes—an important first step in building a culture of feedback and continuous improvement. Integration of artificial intelligence into both curriculum planning and instructional strategies also began this year, positioning Katz to remain ahead of the curve.

These efforts align with broader, long-term measures of success: increasing adoption of innovative teaching technologies, expanding faculty development opportunities, and creating more structured platforms for interdisciplinary learning. Year One laid the groundwork, and as pilot programs expand and feedback processes formalize, Katz is positioned to accelerate innovation and set new standards for what medical education can and should be.

Dynamic and Collaborative Research Environment

In Year One, Katz focused on strengthening its research ecosystem by advancing collaboration, building infrastructure, and aligning resources to support high-impact, interdisciplinary work. The goal: to foster a research environment that is both productive and sustainable, with clear pathways for growth in diversifying funding, clinical trials, and translational outcomes.

While the SMART goal for the year aimed to increase both federal and clinical trial funding, progress was mixed, highlighting both challenges and momentum. Federal funding came in below target, reflecting a decrease from the previous year and the broader cuts to federal research funding across the national landscape. In contrast, clinical trial funding saw a significant increase year over year that surpassed the growth goal. These outcomes are being used to inform strategy adjustments heading into Year Two.

Foundational infrastructure was a key focus. Katz launched a dedicated Clinical Trials workgroup to strengthen operations and streamline processes, and new and enhanced research cores were established to support a broader range of investigators. Importantly, the school also implemented internally supported grant opportunities, including the new Physician-Scientist Development Award, with three initial awardees, offering critical bridge funding and early-career support to drive faculty success.

These early efforts are designed to drive progress toward broader five-year goals: increasing funded faculty, expanding the volume and impact of clinical trials, and accelerating the translation of research into real-world applications. Year One provided a realistic look at the opportunities and constraints of the current environment, while setting Katz up to grow its research enterprise in smart, targeted ways.

Redesign of the Faculty and Staff Journeys

Katz began Year One of the strategic plan with a clear commitment to supporting faculty and staff through more intentional career development, recruitment, and retention strategies. This effort recognizes that building a strong academic and clinical mission depends on the people who carry it forward, and that their experience at Katz must reflect the same purpose, clarity, and momentum guiding the rest of the institution.

The SMART goal for the year was focused on reducing attrition, and it was exceeded for both clinical and basic science faculty. These outcomes point to early progress in creating a more stable and supportive environment, with the school committing to the Era of Faculty Engagement. Originally planned as the Year of Faculty Engagement, that shift reflected a strategic, longer-term commitment, where retention is only one part of the broader effort.

Several structural changes laid the foundation for longer-term improvements. An Employee Engagement Committee was formed, bringing together voices from across the school to advise on initiatives that improve satisfaction and workplace culture. Katz also grew the Office of Faculty Affairs through the creation of new Assistant Deans for Faculty Development, and appointed Vice Chairs for Academic Affairs housed within clinical departments. These new positions support faculty growth and mentorship at multiple levels, fostering stronger ties between individual career paths and institutional goals.

Work also advanced on recruitment strategies that align with Katz's mission, particularly in areas of leadership development, and long-term workforce planning. The year's progress supports broader measures of success that will be tracked through 2029: stronger performance management tools, clearer career pathways, and increased participation in engagement and development programs.

Year One was about beginning that redesign, mapping out what meaningful support for faculty and staff looks like and starting to build the systems to deliver it. Future years will focus on scaling programs, measuring participation and impact, and ensuring every person at Katz feels part of where the school is headed.

Temple Connects

In Year One, Temple Connects began building the infrastructure and relationships needed to strengthen internal and external connection within Katz, across Temple Health, and into the surrounding community. This work is rooted in the idea that belonging, communication, and shared purpose are essential drivers of a healthy, responsive institution.

The SMART goal for the year focused on Katz leading the establishment of a joint office in partnership with Temple Health to bring the full scope of our community engagement and support programs into alignment. That goal was met, with a formal proposal approved in March 2025. Planning is now underway to expand the initiative across the full Health Sciences Campus, in alignment with university-wide and local efforts. The future home for Katz's efforts will be in the Reverend Leon H. Sullivan Impact Center – a new community impact center located within a renovated Zion Baptist Church at the corner of North Broad and W. Venango Streets. A steering committee is guiding its launch and ensuring that community priorities and institutional capacity are equally represented.

Inside Katz, work focused on better understanding and supporting all constituencies within the school. A gap analysis of existing affinity groups helped identify where new efforts could support student, faculty, and staff belonging. In parallel, new tools were created to make those groups more visible and accessible. Improvements to system access and information-sharing tools also moved forward, part of a broader effort to reduce friction and improve cross-campus collaboration.

The early progress supports Katz's broader goals of improving institutional responsiveness, building a sense of belonging across roles and identities, and creating stronger pathways for collaboration. With the new community engagement structure taking shape and digital infrastructure evolving, Year One laid important groundwork. The challenge and opportunity in the years ahead will be to translate that infrastructure into meaningful, measurable connection.

Safety, Health, and Wellness

In Year One, Katz took key steps toward embedding safety, health, and wellness more deeply into its culture and operations. The work centered on defining leadership, improving tools and resources in collaboration and alignment with health system and university safety priorities, and laying the groundwork for systems that will support the well-being of students, faculty, and staff in a lasting, sustainable way.

The SMART goal for the year focused on appointing a senior leader to oversee safety, health, and wellness initiatives. A detailed role description was developed, and with ongoing strategic assessment, responsibilities are currently being carried out by departmental leaders with a coordinated approach under refinement. This work is part of a broader strategy to ensure these values are represented at every level of Katz rather than isolated to one office or initiative.

Progress was also made in several other areas. New security tools and mobile safety resources were rolled out, giving students and employees more accessible, real-time support. The school also continued offering regular wellness and engagement events, reinforcing a culture where well-being is not just encouraged but actively supported.

These initial steps are tied directly to Katz's long-term goals: increasing satisfaction with safety and wellness resources, strengthening engagement with support services, and improving self-reported well-being across the school community. While Year One focused on leadership structure and resource access, future work will center on building a stronger measurement framework, ensuring Katz can track progress in meaningful, person-centered ways.

IV.   Looking Ahead: Year Two Outlook

As we move into Year Two of our strategic plan, the next phase is about building on the established foundation and scaling efforts that are already showing results, with continued collaboration and alignment across the health system, university and community. Our goals remain ambitious and measurable. Year Two is shaped by clear SMART goals, focused action items, and a deeper integration of tools, partnerships, and feedback loops across every priority area.

We're embedding artificial intelligence and associated technological advances more deliberately into our curriculum, research enterprise, infrastructure, and planning. We're expanding opportunities for future students through new pathway programs and early exposure to careers in medicine. And we're doubling down on efforts to support faculty and staff through real investments in wellness, professional development, and retention strategies.

New Regional Medical Campus

The foundation for our new regional campus with WellSpan Health has been laid, with a focus in Year Two on operational readiness. By the end of 2025, we will complete and submit the LCME application required for official accreditation. We're also launching a strategic fundraising plan to support scholarships and new hires tied to this expansion, while reviewing internal engagement survey data to ensure faculty and staff input directly informs implementation. Every step taken in Year Two will help ensure a cohesive educational experience across Katz campuses, and support a sustainable and aligned model for potential continued regional growth.

Programs That Attract and Support Diverse Students

The Lang Medical Scholars program, a six-year longitudinal initiative designed to expand access to health careers for middle and high school students, will continue development and recruitment efforts in Year Two. We'll build out the program structure, hire leadership, and prepare to welcome our first student cohort for Fall 2026. Simultaneously, new roles in Admissions and Outreach will strengthen Katz recruitment efforts, including targeted engagement with HBCUs and health professions student groups. These efforts directly support our mission to build inclusive, future-focused pathways into medicine.

Education Innovation Hub

In Year Two, we're taking the next informed step in educational transformation, by intentionally and strategically integrating artificial intelligence into Katz's learning environment. By June 2026, Katz will define AI-related learning objectives, faculty competencies, and launch pilot assessments. Dashboards will move from planning

to implementation, offering our faculty real-time insights into student learning. At the same time, we're scaling cross-campus degree programs and revisiting our interprofessional education model to ensure students learn in teams that reflect the future of healthcare.

Dynamic and Collaborative Research Environment

After strong growth in clinical trial funding in Year One, the focus in Year Two is to maintain and increase non-federal funding streams, improve operations, and accelerate translational research. We're expanding partnerships with Temple University Health System and key colleges at the university, while prioritizing enhancements in clinical trial operations, internal review board and bioinformatics support. We'll also survey and align our human specimen resources to meet evolving NIH priorities, positioning Katz researchers to lead in next-generation clinical and human-focused science.

Redesign of the Faculty and Staff Journeys

In Year Two, we are continuing to build on the strong foundation and momentum established in Year One. SMART goals remain focused on retention and wellness, with targets to decrease faculty attrition by a further 5%, and increase participation in university-provided wellness resources like the Calm app, TU Total Wellness Program, and nutrition and retirement planning services. We're also expanding efforts to support career development for both faculty and staff, improving promotion pathways and access to professional growth opportunities. These initiatives reinforce our long-term commitment to creating an environment where people feel seen, supported, and part of where Katz is headed.

Temple Connects

The original SMART goal for Year Two to launch a cross-institutional steering committee by January 2026 to guide the new Health Sciences Campus Office of Community Engagement has already been met. The first committee meeting took place in October 2025, marking a key milestone ahead of schedule. The group is now working to align priorities across Katz, Temple Health, the university, and the North Philadelphia community, ensuring that access to all the community engagement efforts across Temple's Health Sciences Campus is cohesive, efficient and streamlined. In parallel, work continues to strengthen internal systems, with technology upgrades and resource-sharing initiatives aimed at improving collaboration and connection across all entities.

Safety, Health, and Wellness

In Year Two, we are activating new programming to promote mental health awareness and increase use of wellness resources across the school. Our SMART goal includes growing participation in wellness initiatives by the end of the academic year, with constituent feedback guiding enhancements. We're also strengthening partnerships with TU Police and campus security, focusing on the specific needs of

our educational buildings to ensure every member of the Katz community feels supported and safe.

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Across all areas, our approach remains grounded in our values: collaboration, accountability, and a shared commitment to shaping a medical school that trains exceptional physicians and scientists in a way that reflects the world they will lead. Year Two is about building systems that last, partnerships that grow, and outcomes that can be measured in data, and in impact.