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Letter from the President and CEO

Thirty-nine years ago I chose Einstein for my medical education because of its clear edge in clinical experience, its clear strengths in science and its unique commitment to social justice. Little did I know that it would introduce me to Montefiore with its similar values and its commitment to its communities. I was educated by the best of the best—outstanding physicians and researchers, as well as fellow students, who have, quite literally, changed the world. For me, Montefiore and Einstein have always had an entwined destiny. Our successful collaborations over the years have demonstrated the power of our future together.

Einstein has evolved considerably since it was founded, in the words of Albert Einstein, “to make its contribution to the field of medical science.” Montefiore’s 2009 strategic plan prioritized a stronger alignment with Einstein and established Montefiore-Einstein Centers of Excellence in cancer care, heart and vascular care, transplantation and child health and now more—all of which are thriving today. The strength of Einstein’s reputation, and its close partnership with Montefiore, has not only drawn top students and researchers, but substantial funding from the National Institutes of Health. Today, Einstein is positioned for even greater success. We have laid out a pathway in the enclosed strategic plan, which combines the best thinking of our vibrant, fully integrated community.

Going forward, I envision strategic growth in basic, clinical and translational research programs, innovative research collaborations and new, forward-thinking education initiatives. We will focus on advancing science in key areas identified within this strategic plan such as brain science, immunotherapy, cancer and obesity; studying health service delivery within Montefiore’s innovative approach to care and reimbursement; and identifying new opportunities for patient-centered outcomes and clinical effectiveness research.

We have a lot of work ahead, but as this document lays out, we have a path forward forged by our commitment to excellence and social justice and energized by our collective spirit that pushes boundaries in pursuit of knowledge and healing.

Steven M. Safyer, MD
President and Chief Executive Officer
Montefiore Medicine
Letter from the Dean

Ten years ago, I left the National Institutes of Health to become dean of Albert Einstein College of Medicine. The fact that my first research experience took place in an Einstein lab as a high school student may have been a subconscious motivating factor, but on a conscious level, Einstein’s reputation for outstanding basic research, a renewed commitment by the Board of Overseers to “grow” the research enterprise, and the College’s commitment to the humanitarian values espoused by its namesake were the deciding factors attracting me here.

It was apparent at the outset that Einstein’s relationship to its “affiliated hospitals” would be critical to the College’s future success in both its educational and, importantly, its research mission. It was equally apparent that a closer, stronger relationship with Montefiore would be the decisive factor in achieving success. With the appointment of Steven Safyer (MD Einstein ’82) as Montefiore president and chief executive officer in 2008 came the opportunity to build that closer, stronger relationship. What began with a new, enhanced affiliation agreement in 2009 has now culminated in Einstein becoming a part of Montefiore Medicine.

This is not a merger of “redundant” institutions such as might be the case with two hospitals joining together. It is rather a union of complementary parts that have the potential together to excel in our shared research, education, clinical care and community service missions. To realize our full potential, to maximize the synergy between Einstein and Montefiore, required development of a plan that would articulate “new” Einstein’s strategic and organizational goals. That plan, the product of thoughtful input from our multiple stakeholders, is summarized in the pages that follow.

The plan highlights key educational goals for both our medical and graduate student programs. For research, it emphasizes the importance of more closely linking our basic science and clinical faculty, and outlines six areas of focus chosen because they offer great scientific opportunity, address major unmet medical needs, build on our existing strengths and take advantage of Einstein’s new position within Montefiore Medicine. Selecting these six areas of focus does not imply that other research themes are unimportant. We should also be mindful of the constantly changing nature of scientific research opportunities, and our inability to accurately predict what basic science discovery will lead to new opportunities for translation to improved patient care. All of which means that this plan will be a “living” document, revisited frequently to ensure Einstein and Montefiore are together maximizing their great potential.

No strategic plan, certainly not this one, can lead to success without the dedicated involvement of our entire community: students and other trainees, faculty and staff. And at a time when philanthropic support is more important than ever, I want to heartily thank our Board members, alumni and many other supporters for their past support and steadfast commitment to our future success.

Allen M. Spiegel, MD
The Marilyn and Stanley M. Katz Dean
Albert Einstein College of Medicine
I: Introduction

1. Shaping the Future

This is a unique moment in time for Einstein and Montefiore.

Montefiore’s 2009 Strategic Plan featured a central goal to “advance our partnership with Albert Einstein College of Medicine.” Extraordinary progress has been made toward this goal over the past six years, culminating with Einstein and Montefiore coming together as an integrated organization in 2015. As Einstein and Montefiore began their permanent integration, leadership recognized an opportunity to define a fresh direction for Einstein through the creation of a new strategic plan. This new strategic plan defines exciting growth opportunities and an expanded role for Einstein as a part of Montefiore Medicine. The active involvement of a wide range of key stakeholders throughout the planning process built support for the pursuit and realization of these opportunities and this role. The new plan offers a vision for how Einstein and Montefiore will work together to achieve their full, combined potential in advancing science, educating the next generation of leaders and improving human health.

At the heart of this new plan is a bold, expansive vision for Einstein, one designed to raise the institution’s stature as a college of medicine, promote the advancement of superb research, and provide medical and PhD students with an unparalleled education. In so doing, we seek to further the Montefiore Medicine enterprise and enhance its status as a top-tier academic health system. The advancement of the combined enterprise’s academic stature and performance will have a salutary effect on our clinical programs and, by extension, the health and well-being of the regions we serve.

2. Defining the Approach

The strategic planning process was designed to promote the engagement and active involvement of a broad cross-section of Einstein-Montefiore leadership in a manner that would bring the combined organization’s best thinking to the table and allow a full vetting of ideas. The planning process was led by a Strategic Planning Steering Committee, chaired by Drs. Safyer and Spiegel, and included clinical and basic science chairs and administrative leaders from both organizations. (See Einstein Strategic Planning Steering Committee on page 5.)
3. Setting the Course

Central to the planning process was the commitment to foster a consistent, ongoing dialogue among key stakeholders from Einstein and Montefiore, including faculty at both organizations. In addition to the Strategic Planning Steering Committee and its subgroups, the process involved periodic interaction with members of the Board of Trustees whose insights were critical to the development of a thoughtful, focused plan.

The new strategic and operational goals listed below for Einstein were developed based on the Steering Committee’s review and refinement of the subcommittees’ recommendations:

**Strategic Goals**

1. Grow the clinical and translational research programs in partnership with the basic science research programs to build consistently top-tier, mutually-reinforcing research programs and capabilities.

2. Grow research with a particular focus on areas where we can significantly advance science and improve human health.

3. Continue to evolve medical education and strengthen student experience to prepare the nation’s best doctors of tomorrow.

4. Strengthen MD/PhD and PhD programs.
II: Mission, Vision and Values

1. Mission

To set the tone of the Einstein Strategic Plan, leadership reviewed the Mission Statement by which Einstein is guided. Einstein’s mission is rooted in its history of an enduring commitment to diversity and the enhancement of human health in the spirit of social justice.

Mission Statement

Albert Einstein College of Medicine, a part of Montefiore Medicine, is a premier, research-intensive medical school dedicated to conducting innovative biomedical investigation, and to developing ethical, compassionate physicians and scientists. At the core of the Einstein-Montefiore mission is the pursuit of social justice in meeting the healthcare needs of all individuals, including those from underserved communities.
2. **Vision**

Einstein developed a new Vision founded on the key tenets of the school, which include creating scientific knowledge through excellence in basic science, translational and clinical research; teaching the physicians and scientists of the future; and transforming health.

3. **Values**

Our values at Einstein are integrally and inextricably tied with those of our parent, Montefiore Medicine. Through these values, we seek to foster a culture that is interdisciplinary, collaborative, respectful and rewarding for all. We expect each member of the Einstein team to uphold the following values, which support our mission and vision.

- **Humanity**—Our humanity reflects how we care for our patients and support the dignity and quality of life everyone deserves. It is a central aspect of our organization and of our team.

- **Innovation**—Inquiry and discovery keep us at the forefront of science, advanced medicine and healthcare delivery.

- **Teamwork**—Inter- and multidisciplinary participation and collaboration between basic science and clinical departments foster not only inquiry and discovery, but also translation of discoveries which can ultimately lead to novel treatments that advance science and benefit patients’ lives.
• **Diversity**—We are committed to recruiting and retaining a body of students, faculty and staff who not only reflect the communities we serve, but also have a broad range of backgrounds, faiths, ideas and points of view.

• **Equity**—Our students and colleagues are treated in an unbiased manner at all times. We strive for fairness; we advocate for equal access to healthcare and opportunities for everyone.

## III: New Strategic Priorities

To position the College for even greater levels of success as part of Montefiore Medicine, the Strategic Planning Steering Committee developed four high-level strategic goals and three organizational goals that define the future path for Einstein. These strategies advance Einstein’s dual missions of creating and disseminating knowledge by maintaining excellence in research and by educating the leading physicians and scientists of the future. The organizational goals support the achievement of the strategic goals; they define the ways in which the organization needs to evolve to support the successful implementation of the strategic goals.

Collectively, the strategic and the organizational goals serve to guide the decisions of leadership, administration and faculty of the College in implementing key elements of the plan. These seven goals will help Einstein and Montefiore advance as a preeminent, unified organization that can have an enduring impact in advancing science, education and human health.

### 1. Strategic Goals

The following four Strategic Goals were developed to address the three major components of Einstein’s mission: research, undergraduate medical education and graduate education (PhD program).

#### Strategic Goal 1:

**Grow the clinical and translational research programs in partnership with the basic science research programs to build consistently top-tier, mutually-reinforcing research programs and capabilities.**

To advance Einstein’s research and achieve this strategic goal, Einstein will pursue three key strategic activities:

1. **Support and enable the growth of clinical and translational research through strengthening the collaboration among the basic science and clinical departments.**
2. **Improve infrastructure support for clinical and translational research, particularly for human studies.**
3. **Target recruitment in research-focused areas with dual appointments in basic science and clinical departments.**
Strategic Goal 2:

Grow research with a particular focus on areas where we can significantly advance science and improve human health.

Develop robust multidisciplinary research programs for adult and pediatric patients, with particular emphasis in six areas:

1. Brain Science Initiative
2. Immunotherapeutics
3. Obesity and Metabolic Disorders
4. Cancer
5. Healthcare Delivery and Clinical Effectiveness
6. RNA Science and Medicine

As Einstein moves into the future, it should selectively focus its research efforts in areas where it has strength, where there is significant promise for scientific advancement and where it can have an impact on the health and well-being of the communities it serves. In identifying these areas of focus, there was a large amount of input from the faculty leaders in research, analyzing both internal and external trends and then prioritizing the areas based on their meeting the following criteria for selection:

- Elevates both research and clinical missions
- Is responsive to the current strengths and future direction of generating new and novel research
- Considers the needs and takes advantage of, the unique populations that the enterprise serves
- Is extramurally fundable through the NIH, foundations, societies and other funders of extramural research or philanthropy

Strategic Goal 3:

Continue to evolve medical education and strengthen student experience to prepare the nation’s best doctors of tomorrow.

To advance Einstein’s medical educational mission and achieve this strategic goal, Einstein will pursue three strategic activities:

1. Reform the curriculum to lead the way in training physicians to investigate new and novel approaches to medicine.
2. Review the structure of the clerkships to identify opportunities to accommodate additional students.
3. Strengthen the role of the departments and the chairs in the medical education process.
To ensure that the PhD program’s excellence is maintained, Einstein will pursue three strategic activities:

1. Maintain the current number of total PhD and MD/PhD students.
2. Utilize the PhD students to spur collaborative and cutting-edge research.
3. Ensure that the extramural funding for PhD education is maximized.

2. Organizational Goals

- Build a collaborative, mutually enhancing organization across disciplines.
- Foster a culture of academic and research rigor, integrity and fiscal accountability.
- Actively explore new opportunities for academic growth and innovative methods.

IV: Looking Forward

1. Conclusions

The Einstein Strategic Plan is the first step toward defining an exciting future for the College and aligning Einstein’s vision and goals with those of Montefiore Medicine overall. The plan’s strategic goals focus Einstein on its priority areas for development across research and education to maximize and strategically allocate its resources. The organizational goals define how Einstein will collaborate, innovate and operate as a preeminent college of medicine and as an integral part of Montefiore Medicine.

The aim of the plan is build a stronger Einstein and a stronger Montefiore so that overall, Montefiore Medicine is positioned to achieve its four-part mission objectives and enhance its stature as an academic health system. This new plan positions the Montefiore Medicine enterprise to move strategically as one in advancing science, educating the next generation of leaders and advancing human health both in the
communities we serve and beyond. The plan also enables Einstein and Montefiore to further fulfill its commitment to the community and social justice.

2. Next Steps

The next steps for the Einstein Strategic Plan include internal and external communication, implementation planning and continued joint planning within Montefiore Medicine. The Einstein Strategic Plan will be broadly shared with internal and external stakeholders. Internal faculty and executive management developed the plan; these leaders will also act as advocates to communicate the plan to the broader community. Highlights of the plan will be presented to the broader faculty, administrators and employees.

To further spur excitement about the future of Einstein as a part of Montefiore, an abridged / brochure version of the plan may be developed to be shared with external constituents. The groundswell of support for the plan should be leveraged to reinvigorate philanthropic contributions, starting with trustees who will lead the effort.

Tactically, Einstein’s organizational goals can begin to be implemented immediately and will continue to be embedded into the combined organizations. Einstein’s strategic goals will be implemented in a phased approach, timed appropriately to the academic calendar and the availability of financial resources. A high-level implementation roadmap will be defined.

Finally, the Einstein Strategic Plan will be aligned with the Montefiore Medicine Strategic Plan through joint planning. An implementation plan with a defined timeline and appropriate milestones will be developed for Einstein that aligns with that of Montefiore Medicine overall.

This approach to the alignment and integration of the ongoing Einstein and Montefiore planning and implementation processes is illustrated in the graphic below.

![Montefiore Medicine Strategic Planning Roadmap](image-url)