

Strategic Plan

Frontline Medicine & Science,
2025 and Beyond



Chobanian & Avedisian
School of Medicine

BOSTON UNIVERSITY
Aram V. Chobanian & Edward Avedisian School of Medicine





Mission


Boston University Chobanian & Avedisian School of Medicine cultivates the educational, intellectual, professional and personal development of a diverse group of exceptional students, trainees, staff and faculty who are deeply committed to innovation in health sciences education, research and training, the study and practice of medicine, and promotion of health and wellbeing of all communities.

Vision

The school leads locally, nationally and globally in education, research, patient care and health equity.

Values

Excellence, integrity, service, social justice, equity, respect, inclusivity, curiosity, accessibility, allyship, community engagement and a culture of interdisciplinary collaboration, continuous improvement and belonging for all.



This document defines a roadmap for the Boston University Chobanian & Avedisian School of Medicine for 2025 and beyond. The goals below address our priorities above to guide our investments over the next decade.

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Provide a **learning environment that fosters the well-being of students, trainees, faculty and staff while supporting innovation in teaching, learning, discovery and patient care.**

- ✓ Foster the well-being of students, staff and faculty by supporting teaching, learning, discovery and patient care. Open dialogue, acceptance and celebration of differences fosters an inclusive school and campus community.
- ✓ Value, support and reward diverse and complementary academic endeavors in education, research and healthcare delivery. We continue to invest in innovation and study and reevaluate metrics of success.
- ✓ Our affiliates are valued partners that enhance the range of clinical and research experiences for our students, trainees, staff and faculty.



Educate learners to provide transformative science, medicine and pedagogy

Enrich and continuously improve our educational programs and support educational scholarship.

- Our master's, PhD and MD programs support discovery and research skills.
- Our clinical programs convey clinical expertise and diagnostic reasoning skills for caring for all patients.

Provide faculty, students and staff with broad opportunities to pursue their scholarly and clinical interests and develop their personal and professional skills (including life-long learning skills, resilience and adaptability) to advance research, education and health in medicine and science.

Foster collaborative skills to prepare students to lead and participate in high-quality interprofessional and transdisciplinary teams.

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Invest in a world-class **research portfolio that promotes innovation across our basic, clinical, translational, population, educational and health services programs. Enhance Infrastructure to enable breakthrough science. Support an infrastructure that fosters transdisciplinary collaborations across Boston University campuses and with other academic and commercial partners.**

Top-Tier Faculty Recruitment: We continuously recruit and develop a diverse group of top-tier junior- and mid-level faculty in key strategic areas with competitive start-up packages and active mentoring to help ensure each recruit's academic success. We also leverage joint recruitments within the school, campus and university to strengthen our departments and centers.

Faculty Enhancements & Retention: Mentoring for faculty is essential at all levels, particularly for junior and clinical faculty engaged in research. Examples include K to R transition, first-R to second-R mentoring, and research program management. Competitive salaries, benefits packages and performance-based incentives and bonuses ensure faculty retention.

Grant Development: In the present highly competitive environment for obtaining funding, expanding the number of our professional editors with demonstrated success in facilitating top-tier grant applications could significantly increase our faculty and students' success rate in securing research and training grant support. Expanding peer-to-peer teams and streamlining other proposal development capabilities (tables, templates and common components for grant applications) would further improve our success of grant submissions.

Advanced Technology Cores: Strategic acquisition of state-of-the-art instrumentation and technologies is essential for faculty to stay competitive in biomedical research. Equally important is the role of highly skilled staff in maximizing the effectiveness of

these technologies. Cores provide a platform for the reinvention and retooling of faculty. Identifying value-added cores is key to achieving these objectives.

Bridge Funding: Even highly talented and successful faculty lose grant support before successfully regaining funding. Bridge funding for excellent existing faculty provides a strategic advantage, given the cost of hiring new faculty. Mentoring and guidance from successful faculty facilitators also develops a culture of teamwork among colleagues and facilitates novel collaborations.

Reinvention & Retooling: Essential to faculty development and retention is support to attend workshops and boot camps and develop new cutting-edge technologies and techniques.

Pilot Grants & Sabbaticals: Faculty at all levels should be encouraged to take mini or full sabbaticals to reinvigorate their research. Pilot grants serve as transition grants for faculty at all levels seeking to advance their research to include new directions.

Faculty Collaborative and Team Science: To enhance visibility and fundraising, interdisciplinary collaborative research must leverage existing resources (e.g., the Affinity Research Collaboratives or transdisciplinary collaborations with faculty in other departments and schools).

Training Opportunities for the Next Generation of Scientists: Diverse groups and perspectives of top-tier trainees representing a wide range of backgrounds and perspectives bring vitality, energy and academic recognition to the school. Doctoral and post-doctoral programs need to increase the number of interdisciplinary NIH T32 training programs and retain NIH funding for existing funded programs in funding gap years. We will also build support for post-doctoral career transitions.

Regional Centers of Excellence: In the highly competitive field of biomedical research, becoming a leader in established areas of basic and clinical research is challenging. Therefore, we must concentrate on emerging opportunities driving basic and clinical research studies.

Leveraging the school's resources and Boston Medical Center's (BMC) patient populations: The school and our primary teaching affiliate, BMC, share a common mission to promote health in all patient populations. Increase collaborative research programs between the school and BMC by streamlining research administration across BMC and the school to facilitate translational research, maximize grant funding and attract strategic industry partners as the go-to place for their sponsored research, targeting new opportunities in advancing academic health science systems.

Broaden our funding sources to enhance our research capabilities: Form agreements with small, mid-size and multinational pharmaceutical and device companies, increasing our industrial funding via sponsored research agreements.

Invest in high-impact research: By identifying emerging opportunities and innovations and taking necessary risks to keep the school ahead of the curve, we can become the 'go-to place' for foundations, donors and industrial partners' support of research.

Enhance Administrative Support: Strengthen administrative infrastructure to streamline grant management, proposal submission and compliance processes. Provide efficient and responsive support services for researchers throughout the grant lifecycle.

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Provide a model for equitable, high-value, evidence based, patient-centered **care for our patients at Boston Medical Center (BMC), our VAs and other affiliated organizations and learning environments in our health system.**

Clinical and translational research initiatives improve our systems of care, including quality and patient safety, reduce health inequities and improve patients' outcomes. Although the school's faculty discovers and delivers tomorrow's health care today, our faculty need to publish and disseminate their high impact clinical and education innovations and health system transformation to increase their impact and recognition. The school's academic promotion process values outstanding scholarship in health system redesign and reformation.

The school identifies learning needs of students, residents, fellows, staff and faculty and enhances their knowledge and skills so that they provide outstanding team-based care. The school meets and exceeds standards established by accrediting organizations, discipline-specific certifying boards and state licensing boards.

The school actively partners with affiliates, particularly BMC, VAs, Boston University Medical Group (physician organization), and other BU health science schools to create curricula for health professional trainees and faculty, while developing the current and future clinical workforce that leads health system reformation and builds healthy communities. Curricula will establish competencies in health system design that reflect the needs of a diverse society, with a particular focus on underserved and vulnerable patient populations.

We connect globally to improve health.



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Reaffirm our commitment to support all members of our community, faculty, students and staff, to better serve our patients and facilitate discovery. We will become the institution of choice for outstanding students, staff and faculty who advance advocacy, social justice and change within healthcare and biomedical research.

We are committed to equity, inclusion and accessibility in all our institutional practices, driven by our history and local and global communities.

We create and share best practices, expand our presence in health equity, research and educational interventions and bias in academic medicine, and monitor and reward success in diversity of staff, faculty, learners, and leadership.

We continue to evolve our professional development and leadership programs and funding opportunities to enhance education, research and clinical careers by promoting opportunities to strengthen our workforce and retain the best individuals.

Mentorship of trainees, staff and faculty and synergistic relationships with interested local community leaders and groups enhance our culture of professionalism, allyship, self-awareness and support.

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Continue to wisely invest in **technology and library resources to facilitate learning, teaching and discovery.**

Current trends in technology will affect how services are provided across the medical campus including:

- Accessibility
- IT Security
- Increased need for workforce professional development, especially in Big Data and AI
- Digital transformation and institutional resilience.

Continue to optimize Information security, data security and compliance.

Enhance our learning environment to ensure the best educational experience for all.

Enhance the efficiency and effectiveness of teaching and learning to assist in supporting education.

Modernize in-house applications, making them more accessible for all users.

Ensure professional staff stay current on regional and national information resources, data systems, emerging technologies and standards.

Provide information, AI and Edtech literacy to students, faculty and staff to gain and enhance transferable skills.

Provide quality bibliometric analyses based on trusted resources for assessing faculty scholarly productivity and impact.

Improve equitable discovery and access to well-maintained library and tech resources that meet the curricular and research needs of faculty, staff and students.





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Provide **campus space that inspires** innovative teaching, effective learning and exceptional research.

Develop additional sustainable spaces for education, research, and student housing to recruit, retain, and develop a community of scholars, researchers, clinicians, staff, and trainees.

Improve laboratory spaces to support convergent (e.g. transdisciplinary) and innovative research.

Create flexible, adaptable and innovative learning, research, support and community spaces that drive collaboration, engagement and growth.

Ensure spaces meet the needs of an evolving and innovative school by addressing accessibility, deferred maintenance and modernization.

Create enhanced classroom spaces that support curricula, pedagogical innovation and development.

Classroom space should not constrain curricula pedagogical innovation or program growth.

Evolving teaching needs vary not only the number of classrooms but also the room location, size and set up. We will continue to:

- Enhance student relaxation, wellbeing, study and community spaces.
- Renovate office, laboratory and workspaces in current buildings to accommodate evolving needs. (We have two additional laboratory footprints for construction if warranted by substantial NIH budget increases.)
- Remove old equipment to expand usable laboratory space.
- Explore options for educational, dry lab research space and student housing.

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Expand development initiatives by:

- ✓ Increase endowments to support the school indefinitely (with a focus on scholarship support).
- ✓ Support our research endeavors through foundation and private grants.
- ✓ Leverage reunion years to generate significant gifts.
- ✓ Develop programming to engage parents and families.
- ✓ Further inclusivity by engaging alumni and other constituents.
- ✓ Promote giving through planned/estate gifts.
- ✓ Build support from and with faculty and staff while engaging alumni, friends, residents, patients, corporations, and foundations.
- ✓ Develop mini-campaigns for specific initiatives to generate enthusiasm on a case-by-case basis.
- ✓ Cultivate volunteer leaders as peer influencers and lead donors.
- ✓ Develop a stronger culture of philanthropy by building on the Chobanian & Avedisian name.





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