A strategic planning process launched in October 2011 brought together more than 100 members of P&S and NewYork-Presbyterian Hospital senior leadership to develop a vision to guide P&S for the next five to 10 years. The process, titled “2020 Vision,” included interviews with 100 faculty, staff, and students, nearly two-thirds of whom articulated a common vision: “to be indisputably in the top five schools of medicine and arguably the best.”

With the guidance of planning consultant AMC Strategies, task forces on research, clinical care, education, and campus life and sub-groups on student life, translational research, and personalized medicine coalesced their individual visions to build a strategic plan with four major goals and multiple strategies and tactics for achieving those goals.

**Goal 1: Be a research pioneer and innovation engine.**

- P&S plans to expand its research portfolio by focusing on scientific priorities that define the future of health and biomedical science. P&S will increase the number of principal investigators by 20 percent (100 new PIs) to elevate the quantity and quality of P&S research.
- New research space that will become available through the opening of new buildings in Manhattanville and at CUMC will help with the planned recruitment.
- New research initiatives, in translational neuroscience, personalized medicine, human genetics, and what is called “I-4,” the Initiative in Immunity, Infection, and Inflammation, will join existing interdepartmental initiatives in transplant medicine, cardiovascular research, cancer, systems biology, and stem cells.

**Goal 2: Be the dominant tertiary/quarternary medical center in the tri-state area.**

- Recruiting and retaining top faculty, strengthening the ColumbiaDoctors faculty practice organization, and establishing a ColumbiaDoctors standard of superior care will enhance P&S dominance in patient care.
- The new practice site for ColumbiaDoctors near Rockefeller Center, opening in January 2013, as well as growth in key suburban areas will expand the school’s geographic reach for ambulatory care.
- P&S, in partnership with NewYork-Presbyterian Hospital, will seek to improve the Irving Pavilion, the primary ambulatory care building on the CUMC campus.
- Providing facilities, programs, and infrastructure commensurate with the stature of Columbia will foster CUMC as the destination of choice for faculty, staff, students, and patients.
- Columbia and NewYork-Presbyterian are working with the Metropolitan Transportation Authority to upgrade the 168th Street subway station through better lighting, enhanced safety measures, and improved access to cellular phone service.

**Goal 3: Be the leading research-based medical educational center.**

- Improving the research base starts with attracting trainees with the best academic potential and improving the curricula for academic leadership.
- P&S will pursue an option of allowing students up to one year for research in their four years at P&S.
- Better integrating Ph.D. programs into P&S life also will integrate research and education at P&S. The medical school will look into creating a new major in biology at Columbia College as another pipeline for research-oriented medical and Ph.D. students.
- P&S will increase dual degree options for students, including MD/MPH, MD/MBA, MD/JD, and MD/Master of Education degrees.

**Goal 4: Make CUMC a destination campus for work, education, and patient care.**

- Improving the research base starts with attracting trainees with the best academic potential and improving the curricula for academic leadership.
- P&S will pursue an option of allowing students up to one year for research in their four years at P&S.
- Better integrating Ph.D. programs into P&S life also will integrate research and education at P&S. The medical school will look into creating a new major in biology at Columbia College as another pipeline for research-oriented medical and Ph.D. students.
- P&S will increase dual degree options for students, including MD/MPH, MD/MBA, MD/JD, and MD/Master of Education degrees.

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