

**UC DAVIS**  
**HEALTH**

**SCHOOL OF**  
**MEDICINE**

Strategic Plan

**2021 – 2026**

**Executive Summary**

# Vision

In alignment with UC Davis Health's vision to deliver tomorrow's health care today, UC Davis School of Medicine is dedicated to improving the health of society. Through innovation in research and education, the School of Medicine will empower and engage its community within an environment of inclusion, kindness, and transparency to improve the health of everyone.

# Mission

Transforming lives by improving health through the combined power of education, research, clinical care and community.

# Core Strategies

- **Health Equity** – Empower, serve, and collaborate with our diverse communities.
- **People** – Engage and value our students, residents, fellows, postdoctoral scholars, faculty and staff.
- **Innovation and Discovery** – Encourage creativity and collaboration in all mission areas.
- **Partnership** – Leverage our shared strengths across UC Davis and beyond.
- **Operations and Communications** – Embrace excellence in how we deliver and share success.

# Strategic goals and objectives

In alignment with the UC Davis campus, UC Davis Health, and the Betty Irene Moore School of Nursing strategic plans, the School of Medicine launched a comprehensive strategic plan that leverages unique strengths to advance each mission area for measurable impact to our collective communities.

# Mission areas

## Education

**Goal 1: Transform our education programs to train and empower a culturally humble future workforce who embrace lifelong learning.**

- **Objective 1.1** – Create pathways across the premedical-to-faculty continuum that reduce barriers to entry and promote retention for learners and faculty.
- **Objective 1.2** – Develop programs that foster empathy, kindness, teamwork, and innovation in health education with campus and UC partners.
- **Objective 1.3** – Apply successful lessons from the medical school to recruit and retain faculty who represent the communities we serve.
- **Objective 1.4** – Establish systems to continuously monitor and address equity and inclusion in all areas of the education continuum (entry, grading, curriculum, retention, promotion, etc.).
- **Objective 1.5** – Lead efforts to address physician workforce shortages and unequal health outcomes in Northern California.

## Discovery Science

**Goal 2: Create and build new pathways of innovation and discovery with a focus on improving health.**

- **Objective 2.1** – Attract early-stage faculty by expanding training opportunities.
- **Objective 2.2** – Recruit and retain nationally recognized leaders as basic science faculty who elevate our commitment to improve human health.
- **Objective 2.3** – Enhance research collaborations across all UC Davis departments, schools, and colleges.
- **Objective 2.4** – Create collaborations within the School of Medicine that align discovery science and translational and clinical research for comprehensive bench-to-bedside portfolios.

## Clinical and Translational Science

**Goal 3: Advance new technologies from bench-to-bedside to improve health.**

- **Objective 3.1** – Recruit and retain physician-scientists who are role models for collaboration.
- **Objective 3.2** – Grow research funding to reflect our commitment to health.
- **Objective 3.3** – Diversify sources of research funding.
- **Objective 3.4** – Improve administrative and space planning infrastructure.

## Clinical Care Integration

**Goal 4: Integrate the academic mission in all aspects of care delivery.**

- **Objective 4.1** – Create an equitable, respectful and kind learning environment that enables excellence for all learners.
- **Objective 4.2** – Synergize the needs of the health system with postgraduate programs.
- **Objective 4.3** – Create a structural process to propose collaborative solutions to issues faced in the learning environment.

## Community

**Goal 5: Cultivate strong, trusting community partnerships to improve health.**

- **Objective 5.1** – Offer students, trainees, faculty and staff training on community engagement.
- **Objective 5.2** – Partner with community- and faith-based organizations and groups to build trustworthiness within the community.
- **Objective 5.3** – Engage our community to be partners in our academic mission.
- **Objective 5.4** – Enhance engagement with our alumni and donors to create new strategic partnerships.

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**UC Davis School of Medicine**  
4610 X St., Education Building  
Sacramento, CA 95817  
Phone: 916 734 4110  
[health.ucdavis.edu/medschool](https://health.ucdavis.edu/medschool)