



STRATEGIC PLAN

2025 – 2030



THE UNIVERSITY OF ARIZONA
College of Medicine
Phoenix

EXECUTIVE SUMMARY

The University of Arizona College of Medicine – Phoenix (“the College”) is transforming the medical education and healthcare landscape in our state. In the following pages, we invite you to explore the elements of our strategic plan.



LEADING MEDICINE IN PHOENIX

In collaboration with Banner Health, the College is honored to serve as the premier Academic Medical Center (AMC) in Phoenix. We are proud of our past accomplishments and are excited to tell our story. As a college, we have been “first in Phoenix” in many ways including being the first and the largest accredited allopathic medical school in the Valley. In our 2025-2030 plan, we will focus on alignment with Banner to maximize education quality, perform impactful research and deliver high value clinical care to our community. As an AMC, we will enhance our continuing medical education (CME) and professional development offerings for our faculty and staff. Through excellence, we will increase awareness of the College’s value. We will **lead medicine** and healthcare through robust recruitment of talented leaders, physicians and researchers, investing in destination programs and strategically engaging our community partners.

POWERED BY PARTNERSHIPS

Our mission-aligned partners are critical to our success as we enter a pivotal phase of academic growth and development. This includes collaborative alliances with health science colleges at the University of Arizona and exploring regional campus models to promote primary care training in a three-year medical school curriculum. Continued engagement with the Arizona Board of Regents (ABOR) and other governmental and philanthropic organizations will help us address the physician workforce shortages especially in rural and tribal regions of the state. Lastly, we will support entrepreneurial partnerships to accelerate biomedical and scientific breakthroughs in healthcare to translate our discoveries from bench to bedside. The College will be **powered by partnerships** that focus on improving the lives of all Arizonans.

A female scientist with long brown hair, wearing a white lab coat, a white N95 face mask, and blue nitrile gloves, is focused on her work. She is using a yellow and black pipette to transfer liquid into a small, clear microcentrifuge tube. The tube has a blue cap with the number '48' and some red markings. The background is a blurred laboratory setting with shelves containing various bottles and equipment. The lighting is warm and focused on the scientist.

DRIVING DISCOVERY

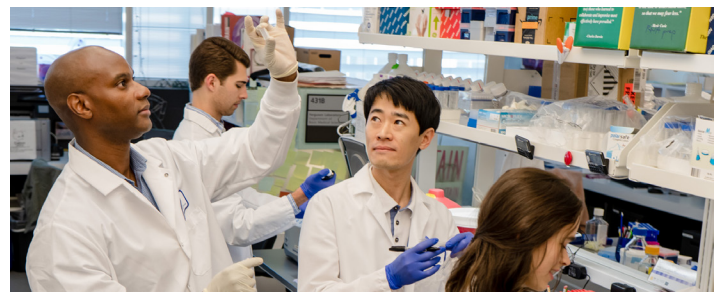
Research is a critical component of the success of any leading academic medical center. In addition to its core aim of advancing medical knowledge, it enriches the teaching and training environment, galvanizes excellence in clinical healthcare delivery and drives the development of innovations in care, leading to significant economic benefit. In collaboration with our partnering institutions, including Banner Health, Phoenix VA Health Care, Phoenix Children's, Phoenix Biomedical Core (PBC) campus, Translational Genomics Research Institute (TGen) and others, the College is the premier biomedical research institution in the Valley. The College will **drive discovery** by advancing initiatives that will boost growth and development of a talented and

productive ecosystem of research programs. They will be sponsored by varied sources, have state-of-the-art scientific resources with cutting-edge technologies and be aligned with national priorities. We will unlock transformative opportunities to advance care by collaborating closely with our clinical affiliates and engaging their patient populations. Elevating research will provide the highest caliber of training for our students, residents and fellows. Finally, the College will empower its investigators to build on their scientific discoveries and translate them into new therapeutic interventions that will benefit our community and beyond.

DISTINCTLY ARIZONA

The College will advance a **distinctly Arizona** approach to medical education and healthcare delivery by tailoring programs to meet the unique needs of our communities. This includes enhancing K-16+ pathway programs to support students from underserved areas, expanding medical student and resident positions and improving the experience of learners, staff and faculty. Strategic alignment between undergraduate medical education (UME), graduate medical education (GME) and practice environments will foster long-term

physician retention and promote Arizona as a desirable place to train and practice. Defined initiatives will strengthen connections between rural and tribal clerkships and residency programs, support academic medicine through research mentorship and establish programs promoting professional excellence and well-being. Community engagement and service-learning will be aligned with regional priorities to improve health outcomes across the state.



FUELING OUR FUTURE

The College will **fuel our future** by implementing efficient and effective operations and optimizing funding to support our growth as we pursue our mission. We will commit to expanding philanthropy and new grant funding that will fuel scholarships and scientific discoveries. Through strategic innovation, data-informed decision-making and a commitment to continuous improvement, we will cultivate a culture of excellence that empowers faculty and staff and drives our collective success. By investing in talent and fostering collaboration, we will be a catalyst for advancing all strategic priorities. We will deliver world-class services to our campus community ensuring that we create an environment where our faculty, staff and students can thrive.

TIMELINE

1

Dec 2024

Work with strategic plan consultant (PricewaterhouseCoopers (PwC))

2

January – April 2025

Draft priority initiatives and form priority workgroups

3

April – May 2025

Work with engagement consultant (Dr. Maureen Phipps)

4

April – July 2025

Gather feedback from faculty, staff, students and stakeholders

5

August 2025

Finalize priority initiatives & metrics

6

September 2025

Roll out strategic plan

ENGAGEMENT

Initial Engagement (March to May 2025)

Strategic Plan Engagement Survey

Five Townhalls

Apr 22 – Faculty and staff

Apr 22 – Students

Apr 23 – Faculty

Apr 24 – Faculty and staff

Apr 24 – B-UMC faculty

Seven Group Meetings

Apr 22 – Chairs and chiefs

Apr 23 – Staff Advisory Council (SCORE)

Apr 23 – UME deans

Apr 24 - Faculty Advisory Council (FAC)

Apr 24 – Research leadership

Apr 25 – Banner leadership

May 2 – U of A leadership

Draft Initiative Engagement (May to July 2025)

May-Jun: Priority engagement emails

May-Aug: Qualtrics survey

Jun 25: Townhall and voting session with faculty, staff and students

Jul 16: Voting session for B-UMG faculty

Jul 23: Voting session for Phoenix Children's faculty

