

# Donald and Barbara Zucker School of Medicine at Hofstra/Northwell



DONALD AND BARBARA  
ZUCKER SCHOOL *of* MEDICINE  
AT HOFSTRA/NORTHWELL®

## 2019-2024 STRATEGIC PLAN OUTCOMES REPORT

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# Our Medical School

Established in 2008, the Donald and Barbara Zucker School of Medicine at Hofstra/Northwell was founded by two equal partners: Hofstra University and Northwell Health.

The School of Medicine is built upon the strong clinical and graduate medical education programs of Northwell, as well as the robust research and academic programs of both Hofstra and Northwell's Feinstein Institutes for Medical Research and Cold Spring Harbor Laboratories.

The Zucker School of Medicine has been ranked among the best medical schools for research nationwide for ten years (2016–2025) by U.S. News & World Report, achieving top-tier status for the past two years (2024–2025).

The institution comprises more than 4,000 faculty members across 25 academic departments and enrolls a diverse community of over 400 students.



# Vision & Mission



## MISSION

The School of Medicine, in a culture of community, scholarship and innovation, is dedicated to inspiring diverse, promising students to lead and transform medicine for the betterment of humanity.

## VISION

The School of Medicine aims to establish itself as a revered institution of higher medical education by means of accomplishing the following visionary objectives:

To be a premier "Millennial Medical School"

To be a major contributor to the redefining of medical education

To have positively changed the University, Northwell Health and the community

To have improved the health of the region

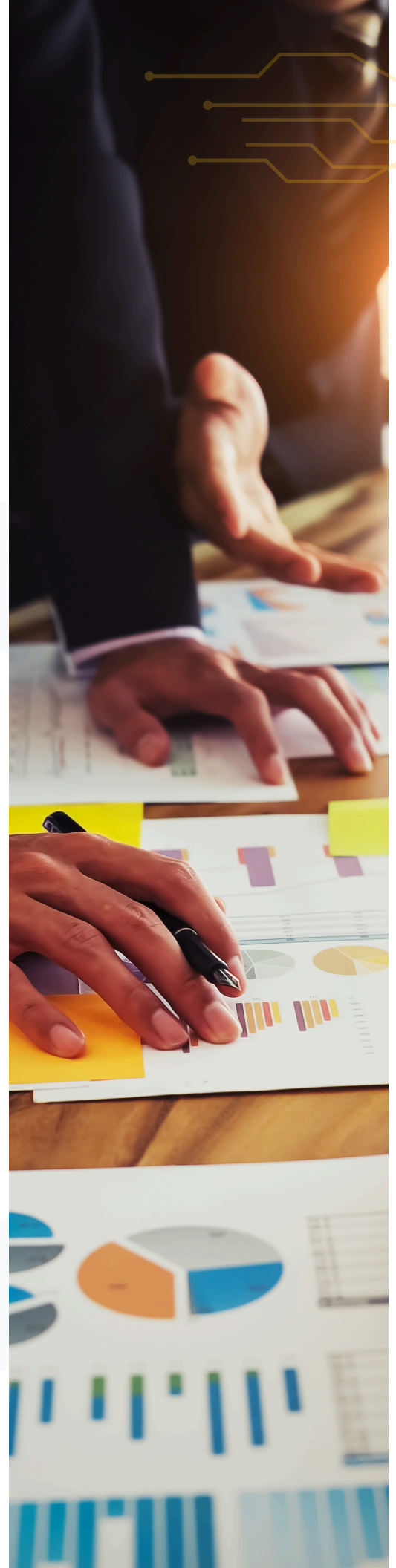


# Strategic Planning

## Zucker School of Medicine 2019–24 Strategic Plan Outcomes Report

The Zucker School of Medicine (ZSOM) has achieved remarkable success in fulfilling the objectives outlined in its 2019–2024 Strategic Plan, and the collected data reflects meaningful progress and impactful achievements across multiple domains.

This report highlights outcomes that demonstrate the school's commitment to creating an environment of excellence that fosters innovation. The outcomes affirm the school's dedication to fostering a dynamic and inclusive medical education experience and set a strong foundation for future strategic initiatives, ensuring continued growth and impact.



# 2019-24 Strategic Domains

06



2

Optimize  
Student  
Experience



1

Maintain Academic Excellence  
in Medical Education



3

Invest in Our  
Faculty and  
Staff

4

Excel in Research & Discovery to  
Advance the Practice of Medicine



Utilize Hofstra  
University and  
Northwell Health  
Resources to Engage  
the Community

5



6

Attain a  
Distinctive  
Identity

# 1 Maintain Academic Excellence in Medical Education

ZSOM is committed to fostering a culture of lifelong learning where students evolve into leaders and innovators in their field, achieving the highest levels of clinical excellence.

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## Quality of Education Program

ZSOM ranks in the top 10% of medical schools in the country in student satisfaction with the quality of their medical education program.

## Residency Match Success

- 100% of graduates secured residencies over the last five years, exceeding national average in nearly all specialties.
- >98% matched through the National Resident Matching Program (NRMP), including early matches in highly competitive specialties of ophthalmology, urology, and military branches, with a growing percentage entering other highly competitive specialties such as orthopedic surgery, otolaryngology, neurosurgery and cardiothoracic surgery.
- During Graduate Medical Education (GME) transition, ZSOM graduates exceed the national benchmarks for meeting overall expectations during internships.
- Increasing number of graduates honored with selection to be chief residents, including ones in highly competitive institutions such as the Children's Hospital of Philadelphia (CHOP). From the classes of 2015–2020, 18 ZSOM alum were selected as chief residents.

## USMLE Performance

ZSOM students consistently achieve higher median performance (and pass rates) compared to the national average on Step 1 & 2 exams.

## Curriculum Innovation

- Year over year, ZSOM is top in the nation at achieving its goal of integrating basic and clinical sciences into the curriculum throughout all four years of medical school.
- Sole medical school to run CPR and EMT training capstone Mass Casualty Incident Training Day at the Nassau County Fire Service Academy (NCFSa).



# 1 Maintain Academic Excellence in Medical Education

## Curriculum Innovation (continued)

- Patient-Centered Exploration in Active Reasoning and Learning Synthesis (PEARLS) small-group, case-based learning serves as a model for other medical schools, and ZSOM hosts frequent visits from other medical schools that want to learn how to build a similar program.

- Evolution of PEARLS' innovative learning model, which received an education innovation award from the Northeast Group on Educational Affairs.
- Expansion of point-of-care ultrasound training and novel surgical skills program for second-year students, which includes training in robotic surgery.
- Development of Pain and Addiction Care Education (PACE) program to train third-year medical students to prevent, identify, treat, and support the recovery of people with substance use disorders.
- Creation of a new flipped classroom model of active learning, resulting in ~12–15% improvement in challenging problem-solving questions vs. traditional approach.
- Integration of educational technology into the curriculum to align ZSOM instruction with modern technological advances.
- Creation of highly rated novel GALEN (The Group for Anatomical Learning, Embryology, and Necessary Procedural Skills) program, which allows third-year students to return to structural sciences relevant to their clerkships—a feat other medical schools have not yet achieved.
- The first-year curriculum includes 160+ hours of Initial Clinical Experiences, offering earlier, discipline-specific, and more extensive clinical exposure than any other school nationally.

## Graduation with Distinction

- On average, 12% of the graduating class receives this honor annually for excellence in research or community engagement.


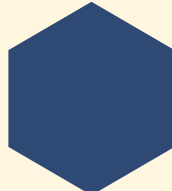


# 1 Maintain Academic Excellence in Medical Education



## Diversity & Inclusion

- Named one of the most diverse medical schools in the U.S. and ranked fourth in New York State by *U.S. News & World Report 2024*.
- Steady increase in participation of students in Medical Scholars Pipeline Program (MSPP) matriculation into medical school.
- Established College Pipeline Program (CPP) and pre-matriculation program to support preparation for medical school.

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- Increased the attractiveness of ZSOM for diverse applicants measured by the matriculation: acceptance ratio.
  - Committee on Anti-racism and Allyship (CARA) was established in June 2020 to address structural racism, promote allyship, and enhance the climate of inclusion within the ZSOM community.
  - Northwell Health Martin Luther King and Associated Medical Schools of New York (AMSNY) Diversity in Medicine scholarships support Underrepresented in Medicine (URiM) students.
  - Virtual reality training for faculty on bias and racism.
  - Launched and tracked mentorship programs to enhance inclusion at ZSOM.
  - Launched Faculty and Staff professional development programs.
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# 1 Maintain Academic Excellence

in Medical Education 

## Graduate Specialty Choices (Aggregate 2019–2024)

Medical	Number
Child Neurology	0
Dermatology	8
Emergency Medicine	9
Family Medicine	1
Internal Medicine	130
Emergency & Internal Medicine	3
Internal Medicine & Pediatrics	4
Internal Medicine & Psychiatry	1
Neurology	26
Pediatrics	92
Physical Medicine & Rehabilitation	15
Psychiatry	53

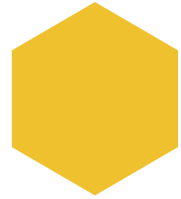
Surgical	Number
General Surgery	0
Neurological Surgery	7
OB/GYN	39
Ophthalmology	12
Orthopedic Surgery	31
Otolaryngology	8
Plastic Surgery	7
Thoracic Surgery	5
Urology	10
Vascular Surgery	2

Procedural	Number
Anesthesiology	16
Diagnostic Radiology	29
Interventional Radiology	6
Pathology	10
Radiation Oncology	2

# 2 Optimize Student Experience



ZSOM seeks to optimize each student's academic journey by providing meaningful extracurricular engagement, financial support, and enhanced facilities.



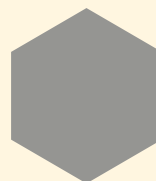
## Student Well-being



- Identified seven dimensions of well-being, including emotional, physical, spiritual, financial, occupational, social, and intellectual wellness. Programming led by the Office of Student Affairs provides opportunities, tools, and services to contribute to increased student wellness.
- Opened telehealth across all mental health services, established a dedicated Behavioral Health College Program staff member for ZSOM intakes, and added the Headspace app.
- Creation of Enhancing Student Well-Being Elective, development of financial wellness series, and curricular wellness sessions, to support student well-being.
- Wellness elective receives consistent high ratings from students based upon promoting peer mentorship and supporting professional development.

## Student Participation & Engagement

- 92 student-run groups, clubs, and committees.
- Hundreds of student-organized events, engaging over 3,700 participants, including 850 community members.
- Expanded community service-learning activities, including interprofessional student-run clinics and pipeline programs for local students.



# 2 Optimize Student Experience



## Financial Support & Scholarships

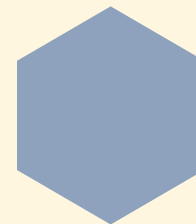
- 53% of MD students receive endowed scholarships.
- 91% of students receive financial assistance.
- Tuition and fees rank within the lowest 15% of private medical schools nationwide.
- Graduate borrower's debt is 35% less on average than other private medical schools.

## Alumni Engagement

- Monthly newsletters, reunions, and networking events foster strong alumni connections.
- Enhancement of alumni engagement tracking through alumni database.

## Facility Enhancements

- Modernized audiovisual systems in Structure Lab and large group classroom to support flexible, high-quality teaching and learning.
- Expanded and improved outdoor recreational and gathering spaces.
- Upgraded and expanded student lounge and shared student spaces.
- Enhanced building food service options and operations.
- Improved dedicated study and secure storage space at clinical sites.



# 3 Invest in Our Faculty and Staff



**ZSOM is committed to recruiting, retaining, and developing a diverse, highly qualified faculty and staff while promoting their well-being and professional development.**

## Faculty & Staff Development

- 70+ faculty development programs with 750-1,000 participants annually.
- 99 faculty accepted into the Academy of Medical Educators which includes funding to support evolving medical education and practice.
- Quarterly programming for staff development on leadership training, personality assessments, and giving and receiving feedback.
- Forward-thinking faculty appointment and promotion process that rewards faculty members for teaching, clinical excellence, as well as traditional academic pursuits.
- Over 90% of faculty seeking promotion are successful, and mentorship is available for faculty who do not yet meet the criteria. Promotions from 2019-2024: Associate Professor – 245, Professor – 107.

## Wellness Initiatives

- The ZSOM Wellness Committee supports faculty and staff across seven wellness pillars: physical, nutritional, intellectual, financial, emotional, environmental, community and social, via events, challenges, personal and professional workshops and seminars, as well as social affairs.
- Established wellness programming and annual walking challenge that 98% of participants report motivated them to be more active.
- Parenting Group established and developed initiatives to help support faculty and staff caregivers.

## Facility Enhancements

- Designed and constructed two new private faculty and staff lounge spaces.
- Established a permanent, dedicated lactation space.

# 4 Excel in Research & Discovery

to Advance the Practice of Medicine 

ZSOM remains dedicated to pioneering research that advances medical education and patient care.

## National Recognition

- One of only 16 U.S. medical schools recognized in the Top Tier for Best Medical Schools for Research by *U.S. News & World Report 2024*.
- Ninth consecutive year of recognition for research excellence by *U.S. News & World Report* (2016–2024).

## Research Growth

- Feinstein Institutes for Medical Research is a leader in genetics, oncology, brain research, mental health, and autoimmunity, and is the global scientific leader in bioelectronic medicine. It comprises 50 research labs, 3,000 clinical studies, and over 5,000 researchers and staff.
- 17,700+ faculty publications of journal articles and books/chapters showing an overall growth of 64%.
- Improved curation of faculty publications to capture the scope of published literature and awarded grants.

## Student Engagement

- Notable student achievements include awards such as the Sarnoff Fellowship, NRSA F30 Fellowship, and AANS/CNS Neuro-Oncology Trainee Award.
- 20% growth to 90% of students participating in research.
- 80% of students focus on clinical or translational studies.
- 23% increase in publications in one year (149 to 183 peer-reviewed articles).
- 33% increase in publications in high-impact journals (impact factor >7).
- Increased number of students presenting at regional, national, and international meetings.



# 5 Utilize Hofstra & Northwell Resources to Engage the Community



**ZSOM actively contributes to the health and well-being of its surrounding communities through education, outreach, and service.**

## Community Partnership and Engagement



- Established role for Assistant Dean for Community Engagement and expanded collaborations with Northwell's Office of Community Wellness and Population Health.
- Increased student participation in health fairs, resource events, and volunteer opportunities with community-based and faith-based organizations.
- Elementary, junior high and high school students from the Hempstead School District have participated in the Healthy Living Long Island (HLI) and Medical Science Youth Programs (MSYP)—both programs are led by ZSOM students.
- Community collaborations include: Long Island Alzheimer's and Dementia Center, Cohen Children's Medical Center, LIJ Dialysis Center, Helen Keller Services for the Blind, Long Island Coalition for the Homeless, Bayview Avenue School, and Hempstead School District.
- Continued operation of Student Run Free clinic providing primary care for uninsured patients at no cost.
- Awarded Association of American Medical Colleges (AAMC)-funded curricular innovations grants totaling \$70,000 to create novel ways to educate medical students to address health misinformation with patients.
- Since 2022, 10 students earned the Graduation with Distinction in Community Engagement.
- Developed Medical Legal Partnership that combines resources from Maurice A. Dean School of Law at Hofstra University and Northwell Health to provide much-needed legal and medical care to community members across Long Island, and New York City, regardless of ability to pay.

# 5 Utilize Hofstra & Northwell Resources to

## Engage the Community



### Matriculant Demographics

ZSOM matriculant demographics geared to create physician-patient background concordance to lead to improved patient outcomes.

- **Undergraduate Schools Represented:** Matriculate students from ~50 different undergraduate institutions annually, totaling over 120 institutions.
- **States Represented:** Incoming classes average representation from 14 states, with a total of 38 states and DC represented.
- **Gender:** Gender ratio aligns with national trends, with 53% women and 46% men (national average: 55% women, 44% men).
- **Lower Socioeconomic Background (EO1/EO2):** 26% of matriculants are EO1/EO2, exceeding the national average of 21%.
- **First-Generation Students:** 13% of matriculants are first-generation, surpassing the national average of 11%.
- **URiM Representation:** 22% of matriculants are URiM, compared to the national average of 22.5%.

### Residency and Workforce Contributions



- 25% of ZSOM alumni enter residency at Northwell Health.
- Resident education led by core Science Education faculty members include:
  - Summer Course for Physical medicine and rehabilitation (PM&R) Residents which equips residents with advanced anatomical insights and procedural expertise to excel in their specialty.
  - Specialized Anatomy Refreshers: Dermatology and Neuropsychology residents benefit from tailored sessions that reinforce key anatomical concepts relevant to their fields, enhancing their clinical capabilities.



# Attain a Distinctive Identity

## 6



ZSOM aims to strengthen its reputation through outstanding academic performance, curricular innovation, and brand recognition.

**Over the last 5 years, ZSOM has consistently performed in the top 10% of medical schools nationally (at or above the 90th percentile for at least 4 of the last 5 years) in the following areas:**

- Basic/Clinical Science Integration: Basic science coursework had sufficient illustrations of clinical relevance and required clinical experiences integrated basic science content.
- First One Hundred Weeks (FOW) preparation for Second One Hundred Weeks (SOW): Biochemistry, Immunology, Microanatomy/Histology, Microbiology.
- Learning environment: Emotional Climate, Student-Faculty Interaction.\*

*\*For Student-Faculty Interaction, ZSOM has performed above the 90<sup>th</sup> percentile for at least 3 of the last 5 years.*


**Over the last 5 years, ZSOM, on average, performed between the 75th and 89th percentiles nationally in the following areas:**

- Advanced Clinical Experience (ACE) (Neurology, Pediatrics): Mid-clerkship feedback.
- ACE (Pediatrics, Psychiatry): Faculty teaching.
- ACE (Pediatrics, Psychiatry): Physical or mental status exam.
- ACE (Psychiatry): History taking.
- Faculty professionalism: Being respectful of house staff and other physicians, being respectful of other specialties, showing respectful interaction with students, providing direction and constructive feedback, respecting patient confidentiality, being respectful of patients' dignity and autonomy.
- FOW preparation for SOW: Genetics, Pathophysiology of disease, Pathology, Physiology, Behavioral Science, Neuroscience, Introduction to Clinical Medicine/Introduction to the Patient.
- Overall quality of ACE: Psychiatry, Pediatrics.
- Personal and Professional Development: "My medical school has done a good job of fostering and nurturing my development as a person."



# Attain a Distinctive Identity

## 6



### Program Director Themes

Residency program directors identify strengths of ZSOM graduates:

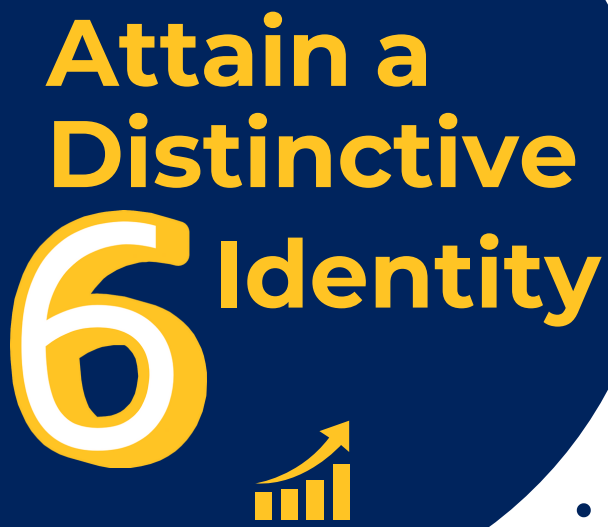
- Vast majority hit the ground running
- Ability to work clinically: history and physical exam, clinical reasoning
- Humanistic
- Teaching skills
- Professionalism
- Work autonomously
- Strong fund of knowledge
- Presentation skills
- Ability to take feedback

### Alumni Themes

ZSOM alumni identify the greatest strengths of the curriculum to include:

- Curriculum prepared them very well for residency
- Trained to be independent, self-directed learners
- Learned how they learn best
- Well prepared to present patient cases
- Learned to think critically
- Competent at procedures
- Performing ultrasound and interpreting X-rays, CT, imaging
- Humanities
- Communication skills to establish rapport quickly with patients
- Medical knowledge
- Prepared to work on teams

# Attain a Distinctive Identity



## Brand Recognition and Influence

- Ranked among the top medical schools for research and diversity in *U.S. News & World Report*.
- 77% increase in editorial mentions.
- Social media engagement surpasses industry averages (7% vs. 2% academic average).
- Current MS1 class top 5 factors why they decided to attend ZSOM: clinical training sites, curriculum, financial aid, location, and reputation.

## Graduation Data

*\*From the classes of 2019 to 2024*

Degree	Number of Graduates
MD	775
MD/PhD	24
PhD	18
MD/MPH	12
MD/OMS	6
MD/MBA	4
MD in MS	3
<b>Total Number of Graduates</b>	<b>842</b>





# Future Outlook and Goals

“

Together we will develop a new strategic plan to help lead our mission and vision and propel us into the future. This forthcoming strategic plan will serve as our guiding framework, delineating the trajectory for continued success, innovation, and excellence in medical education, research, and healthcare delivery.

– Dr. David L. Battinelli, Deborah and Lawrence Smith Dean, Zucker School of Medicine at Hofstra/Northwell



# Contact Us



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