



Weill Cornell
Medicine

CARE

Strategic Plan 2026–2029

Clinical care that improves lives and communities.

AI and data science driven across missions.

Research that fuels innovation.

Education that shapes the future.

Message from the Dean

Dear Weill Cornell Medicine Community,

Weill Cornell Medicine is poised to thrive in the years ahead. Amid the challenges currently confronting academic medicine, we have taken the opportunity to evaluate our core strengths.



By expanding our clinical enterprise, we will drive overall growth and innovation, bolster research and education, and move toward the “academic medical center of the future.”

Our CARE Strategic Plan, which will guide institutional priorities through 2029, will build on two major upcoming projects that will facilitate significant clinical growth: the Midtown Clinical Care Center at 575 Lexington Avenue and 1334 York Avenue on the Upper East Side. Both locations will allow us to expand access to our world-class physicians, patient-centered multidisciplinary care, and seamlessly integrated clinical research.



Exteriors of 1334 York Avenue, left, and the Midtown Clinical Care Center at 575 Lexington Avenue, right.

To realize this vision, we will follow a guiding ethos called CARE, which contains four core tenets: clinical care that improves lives and communities; AI and data science driven across missions; research that fuels innovation; and education that shapes the future.

The CARE Strategic Plan builds on the achievements of the *We're Changing Medicine* campaign, which surpassed the \$1.5 billion threshold a year ahead of schedule. In its first phase, the campaign supported the creation of over 50 endowed faculty positions, launched Weill Cornell's debt-free scholarship program for medical students who qualify for financial aid, and facilitated the construction and opening of the Feil Family and Weill Family Residence Hall.

Weill Cornell Medicine is one of the best places in the nation for patient and clinician experience, research and innovation, and education. By acting with care in all we do, we are leading change in health care.

Sincerely,



Robert A. Harrington, M.D.

Stephen and Suzanne Weiss Dean, Weill Cornell Medicine
Provost for Medical Affairs, Cornell University



Credit: StudioBrooke

The Feil Family and Weill Family Residence Hall officially opened to students August 2025.

Weill Cornell Medicine's strategic plan embraces collaboration across Cornell University. It focuses on our existing areas of strength, with the aim of using resources wisely to make them even stronger.

Mission

Weill Cornell Medicine is changing medicine through care that puts people first, discoveries that break new ground, and education that shapes the future of science and health care.

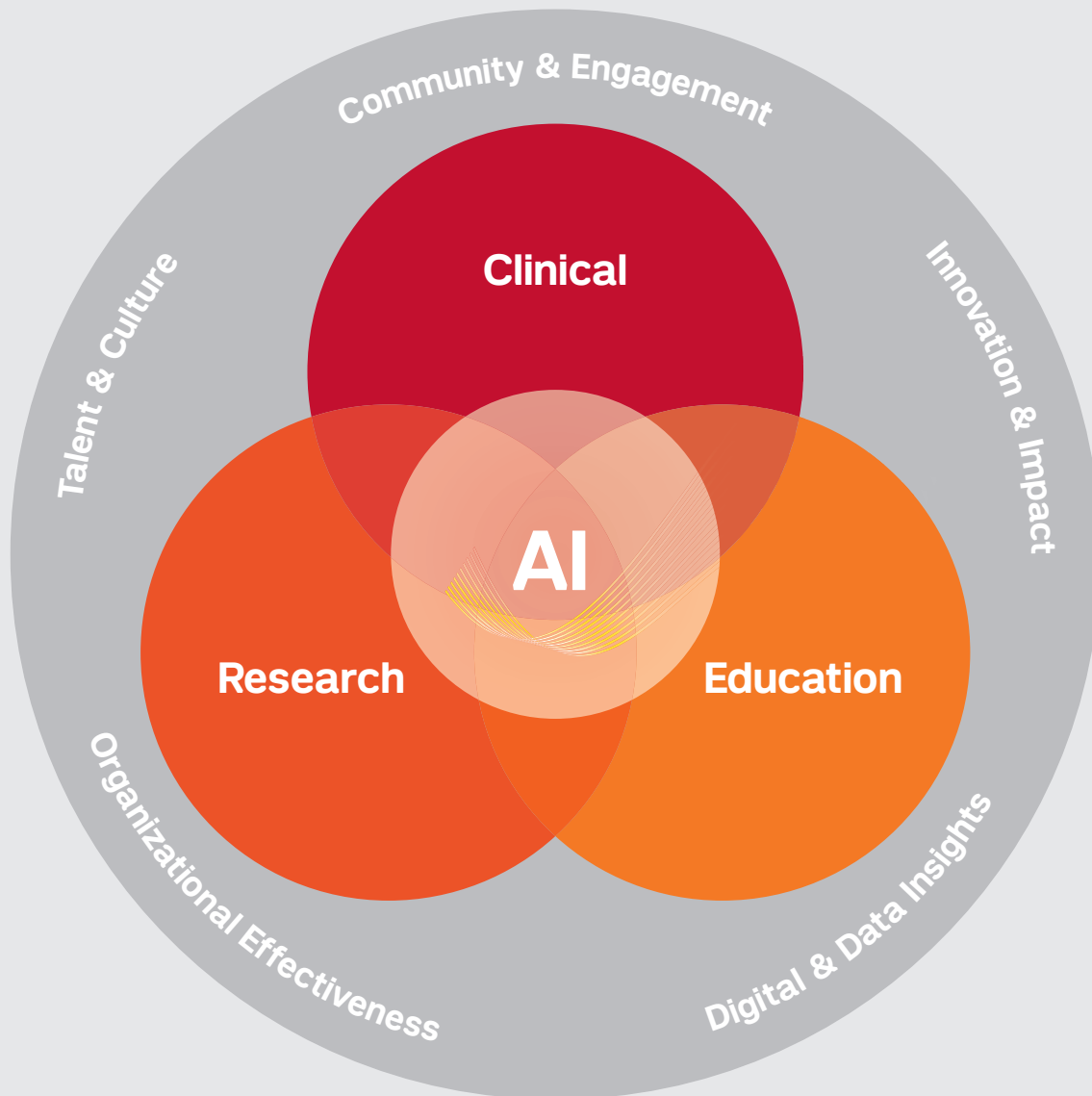
With a legacy of excellence and a commitment to innovation, we deliver personalized, compassionate care, conduct pioneering biomedical research, and train the next generation of health care leaders to advance care to patients locally and around the world.

Vision

We strive toward a healthier world that is powered by science and shaped by humanity.

We envision a future where exceptional care is available to all, science moves us forward, and innovation drives progress across every mission. By acting with care in all we do, embracing data and new technologies, leveraging our talent across Cornell University and expanding our local and global impact, Weill Cornell Medicine is leading change in health care.





C.A.R.E. Strategic Plan 2026–2029



Clinical care that improves lives and communities.



AI and data science driven across missions.



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Facts & Figures

Care

Exceptional patient care at the heart and soul of our mission

Highlights 2024–2025

96.4%

Qualtrics Provider patient satisfaction score*



3.58 million

annual patient encounters



181 sites

throughout New York**



1,895

physicians



454

top doctors***

*Overall patient satisfaction with provider.

**Includes satellite locations.

***Number of Top Doctors as ranked by Castle Connolly.

Discover

Translating breakthroughs and revolutionizing care

Highlights 2024–2025



1,316

National Institutes of Health awards



47

active start-up companies



422

active U.S. patents



403

active interventional studies



3,374

published peer-reviewed journal articles



306,568

square feet research space

Faculty Memberships

49 American Society for Clinical Investigation

19 National Academy of Medicine

5 National Academy of Sciences

2 Howard Hughes Medical Institute

1 Nobel Laureate

*Research data does not include affiliate institutions.

Teach

Best of the best —
preparing the world's future
health care leaders

Medical and Graduate School Students 2024–2025

376 M.D.
567 Ph.D.
91 M.D.-Ph.D.
440 M.S.
344 M.D. (WCM-Qatar)

1,818 total enrollment

Faculty & Staff*

6,913 clinical faculty
418 basic science faculty

6,481 staff

+ **392** WCM-Qatar
faculty & staff

14,204 total faculty & staff

*Includes affiliated and voluntary faculty

Key Partners, Collaborators and Affiliates

- NewYork-Presbyterian
- The Rockefeller University
- Memorial Sloan Kettering Cancer Center
- Hunter College/CUNY
- Houston Methodist
- Hospital for Special Surgery
- GHESKIO Centers (Haiti)
- Burke Neurological Institute

Patient Care

Weill Cornell Medicine will continue to lead in patient and clinical experience, advancing toward best-in-nation status through focused growth and the consistent delivery of exceptional patient care.

With its expanded footprint, the new Midtown Clinical Care Center at 575 Lexington Avenue and 1334 York Avenue on the Upper East Side will drive significant clinical growth.

Objective 1	Objective 2	Objective 3	Objective 4
<p>Achieve best-in-nation patient and clinician experience</p> <ul style="list-style-type: none"> ■ Patient access ■ Clinical capacity ■ Care team standardization 	<p>Realize economically sustainable strategic clinical growth</p> <ul style="list-style-type: none"> ■ Cross-departmental programs ■ Geographic expansion ■ New care delivery modes 	<p>Strengthen partnership with NYP</p> <ul style="list-style-type: none"> ■ Joint strategic planning ■ Redesigned funds flow ■ Aligned budgeting 	<p>Grow clinical research as bridge between missions</p> <ul style="list-style-type: none"> ■ Point-of-care research ■ AI tools ■ Productivity metrics

Cross-Cutting Tools and Resources

Talent Recruitment and Retention

Data-Driven Decision Making

Culture of Professionalism

Communication, Change Management, Government Relations

AI/Data Science

Foundational Metrics

Grow New Patient Rate

Improve Clinical Operating Margin

Increase Number of Joint Business Plans with NYP

**Clinical care that improves
lives and communities.**



STRATEGIC OBJECTIVES

Research

The following high-impact objectives will strengthen and sustain our leadership in biomedical research. Weill Cornell Medicine's ongoing discoveries and research breakthroughs will continue to drive innovations that elevate clinical care.

Objective 1	Objective 2	Objective 3	Objective 4	Objective 5	Objective 6
Diversify funding towards industry and non-federal sources <ul style="list-style-type: none">■ Clinical research pipeline■ Venture fund■ Enterprise Innovation	Maximize use and efficiency of core facilities <ul style="list-style-type: none">■ Cornell and Tri-I consolidation■ Data science facilities	Advance opportunities with partners <ul style="list-style-type: none">■ One Cornell■ Qatar■ Brooklyn, Queens■ Columbia■ Haiti, India, Tanzania	Mentor, train and develop physician-scientists <ul style="list-style-type: none">■ Compensation changes■ Secondary appointments	Advance strategic institutional recruitment <ul style="list-style-type: none">■ Thematic areas■ Cross-disciplinary	Optimize institutional structures <ul style="list-style-type: none">■ Economies of scale■ External reviews

Cross-Cutting Tools and Resources

Technology Licensing

AI/Data Science

Organoids and Genomics

Computational Biomedicine

Advanced Imaging

Foundational Metrics

Maintain Research Productivity

Advance High-Impact Shared Resources

Research that fuels innovation.



Education

Weill Cornell Medicine offers world-class education across medicine, science and research — uniting rigorous academics, clinical experience and discovery in New York City and beyond. These objectives will bolster the skills and compassion of our students as they prepare to lead the future of medicine.

Objective 1	Objective 2	Objective 3	Objective 4	Objective 5
<p>Embrace professional identity</p> <ul style="list-style-type: none"> Professional development Continuing Medical Education Alumni connections 	<p>Enhance curriculum</p> <ul style="list-style-type: none"> Digital skills Data science/AI Computational bio Implementation science 	<p>Expand partnerships</p> <ul style="list-style-type: none"> Joint degrees Cornell collaborations Ph.D. partnerships eCornell certificates 	<p>Engage learners</p> <ul style="list-style-type: none"> Team-based models Novel clinical exposure Enrollment pipeline 	<p>Excel in teaching</p> <ul style="list-style-type: none"> Training and recognition Cornell Center for Teaching Innovation

Cross-Cutting Tools and Resources					
AI/Data Science	Digital skills	Alumni Engagement	Mentorship	Student Services	Affinity Groups

Foundational Metrics	
Successful Reaccreditation	Meet or Exceed National Norms for Medical and Graduate Schools

Education that shapes the future.





Together, we are charting
a bold path for CARE —

one that empowers us to shape the
future of medicine and transform the
lives of the communities we serve.



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weill.cornell.edu