

The Hastings Center
for Bioethics

Strategic Plan
2025-2029

*Engaging today's
challenges, together*



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Convergence by Hilber Nelson, 2002

www.hilbernelson.com

Introduction



Vardit Ravitsky, President & CEO
Joseph J. Fins, Board Chair



Founded in 1969, The Hastings Center is widely credited for helping establish bioethics as an academic field and a subject of public discussion.

Our scholarship and engagement have been at the vanguard of complex and often divisive issues, recognizing emerging challenges and positioning society to address them.

We are an independent, nonpartisan bioethics research and policy institute. Our scholars and collaborators conduct research and formulate values-based responses to social and ethical challenges in medicine, healthcare, science, and technology.

To fulfill our mission, while remaining independent and maintaining our excellence and standing as a trusted source, we need to anchor and advance the three core areas of our work: our research, engagement, and publications.

In the current context of transformative changes and innovations, rapidly emerging technologies, persistent health inequities, and an increasingly polarized world, it is timely for The Hastings Center to consider its path forward as a leader in a field that is more relevant and needed than ever.

What We Do

We design and implement research projects, engagement activities, and online platforms to enhance expert and public understanding and discourse surrounding bioethical issues.

We translate bioethics insights across disciplines and audiences. Our research is published in leading academic journals and media outlets.

We publish two academic journals that set a gold standard for scholarship and produce a public-facing online publication. We organize events and create educational materials. We also contribute to the development of an inclusive and diverse bioethics through training programs that promote pathways into the field.



View of the Hudson River from The Hastings Center



Our Vision

Engage diverse voices in informed conversations to address bioethical challenges in medicine, healthcare, science, and technology wisely and responsibly.

Our work strives to promote justice and equity, remove systemic barriers to health and human flourishing, and reinstate trust and trustworthiness in medicine and science.

Our Mission

Against the backdrop of an increasingly polarized world, where misinformation and broken trust impede people's ability to have deep conversations and to listen to one another, The Hastings Center fills an important gap and creates opportunities for exchanges that rarely happen elsewhere.

- We address critical bioethical issues facing professional practice and public policy.
- We promote collaborative deliberative exchanges that foster an inclusive, equitable, intellectually rich, and well-informed discourse in the service of society.
- We aspire for these exchanges to result in recommendations and guidelines that help patients and families, healthcare providers and systems, the scientific community, policy makers, and society at large.



Independence



**Justice &
Equity**



**Inclusiveness &
Diversity**

**Our
Values**



**Relevance &
Impact**



**Rigor &
Excellence**



**Integrity &
Moral Courage**

Our Values



Independence

We are a nonpartisan non-affiliated center. We do not represent any particular group or set of interests. We set our own research and engagement agendas.



Rigor & Excellence

Our research, publications, and engagement activities adhere to the highest academic standards.



Justice & Equity

We strive to promote a world where health and human flourishing are accessible to all. Our research addresses challenges to justice and equity in bioethical contexts.



Relevance & Impact

We prioritize research topics and engagement activities that matter to our target audiences and make a difference in the lives of individuals, communities, and society at large.



Inclusiveness & Diversity

We engage with a wide range of perspectives and values with humility. We work to create inclusive welcoming environments for deliberation, nationally and globally. We promote a diverse workforce. We invest in diversifying the field of bioethics.



Integrity & Moral Courage

We do not avoid controversial topics. We tackle challenging issues that require open-mindedness, listening, patience, and trust.

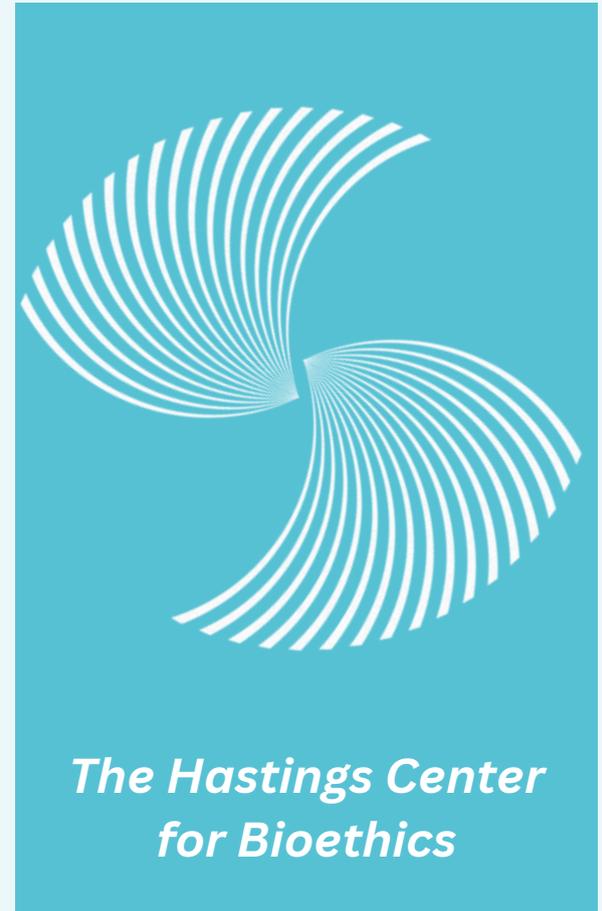
Our Path Forward

To fulfill our mission, while remaining independent and maintaining our excellence and standing as a trustworthy organization, we need to sustain and advance the three core areas of our work:

- Research
- Publications
- Engagement

We must enhance and leverage our partnerships to achieve our mission and increase our impact.

To accomplish all this, we aim to ensure our future financial sustainability by substantially increasing our endowment and other philanthropic support, while also exploring new programmatic revenue streams.



Our Name: The Hastings Center *for Bioethics*



Originally named “The Institute for the Study of Ethics and the Life Sciences,” and renamed “The Hastings Center” in 1985, our brand is widely known within bioethics and biomedical circles.

Going forward, we will add “*for bioethics*” to our name, to clarify our mission for broader audiences. The term *bioethics* holds many meanings. We welcome its ambiguity, as it leaves the scope of our inquiry broad.

Our Strategic Plan: ***Moving forward to fulfill our mission***

Research Goals

- Maintain the rigor and excellence of our research
- Prioritize cross-cutting themes by promoting a cohesive and collaborative research program
- Enhance our anticipatory vision

Publications Goals

- Maintain the quality of our publications
- Increase the amount of open-access content to promote equitable access to knowledge
- Explore approaches that increase impact

Engagement Goals

- Tailor our engagement to specific audiences
- Enhance and leverage our partnerships
- Explore innovative ways to engage with our Fellows
- Invest in our pathway and mentorship programs

Financial Goals

- Substantially increase our endowment and other philanthropic support
- Explore new programmatic revenue streams
- Continue to seek competitive grant funding

Our Research

At the heart of many of our projects are interdisciplinary working groups in which our researchers lead outside scholars, professionals, advocates, and other interested parties in careful analysis and sustained debate, leading to enhanced understanding and informed guidance.

Our research has long been characterized by its openness to different perspectives and our conviction that conversations across disciplinary boundaries and worldviews are both essential and fruitful. We will strive to promote an overall research agenda that is collaborative, cohesive, and based on defined priorities.

Our research agenda over the next five years will focus on cross-cutting themes that are key to our mission:

- Promoting justice and equity
- Addressing systemic collective-level challenges to remove barriers to health and human flourishing
- Reinstating trust and trustworthiness in medicine and science

Our research will focus on various topics, such as emerging and established biotechnologies (genomics, assisted reproduction, neuro-technologies, xenotransplantation, and others); health AI; population and community health; aging societies and end of life; disability and human flourishing; clinical ethics and research ethics; health and our changing natural environment.

To enhance our research program & leverage our capacity, we will:

- Proactively identify possible funding sources that align with our research priorities and with the interests of our scholars
- Build new relationships with foundations that can support our research, enhance existing relationships with funders, and continue to partner with academic institutions
- Accept research support from private sector entities as appropriate, based on a rigorous and transparent screening process that protects our independence and reputation



We will know we have succeeded when:

- our research remains impactful, innovative, and trustworthy
- we demonstrate anticipatory vision by identifying and addressing emerging issues
- we attract talent, retaining and hiring excellent scholars

Our Publications

We are known worldwide for our well-respected journals, the ***Hastings Center Report*** and ***Ethics & Human Research***. For decades, these influential publications have maintained a gold-standard level of excellence in the field of bioethics and have been trusted sources of information, analysis, and insight for diverse audiences worldwide.

Additionally, our open-access online publication, the ***Hastings Bioethics Forum***, publishes timely topical commentary geared to a broad audience.

Against the backdrop of the fast-changing unpredictable landscape of academic publishing – especially with the growing integration of AI tools and the trend toward open-access – it is critical to maintain our publications' independence and level of excellence.

Going forward, we will:

- Strive to create an endowed fund that will support our journals and enhance equitable access to knowledge by offering more open-access content
- Encourage and facilitate the publication of articles that address global bioethical challenges and enhance the diversity of voices expressed in our field

We will know we have succeeded when:

Our journals and Hastings Bioethics Forum

- are sustainable
- remain impactful and maintain their standing
- increase their open-access or other freely accessible content

Our Engagement

We believe that our efforts should have positive impact, making the world a better place. Engagement and communication are therefore core aspects of our mission. Moreover, since we rely on partnerships to achieve our mission, we must enhance existing partnerships and explore new ones in the coming years.

To increase our impact over the next five years, we will:

- Strategically engage with specific audiences, such as policy makers, healthcare providers, journalists, legal experts, educators, learners, and advocates, leveraging the multiplier effect by prioritizing expert groups that engage with their own audiences
- Enhance our capacity to rapidly and effectively address emerging issues
- Develop and sustain partnerships that leverage joint expertise and resources
- Encourage and support engagement with the media
- Develop metrics for measuring types of impact and identifying gaps and opportunities

Our Fellows Program

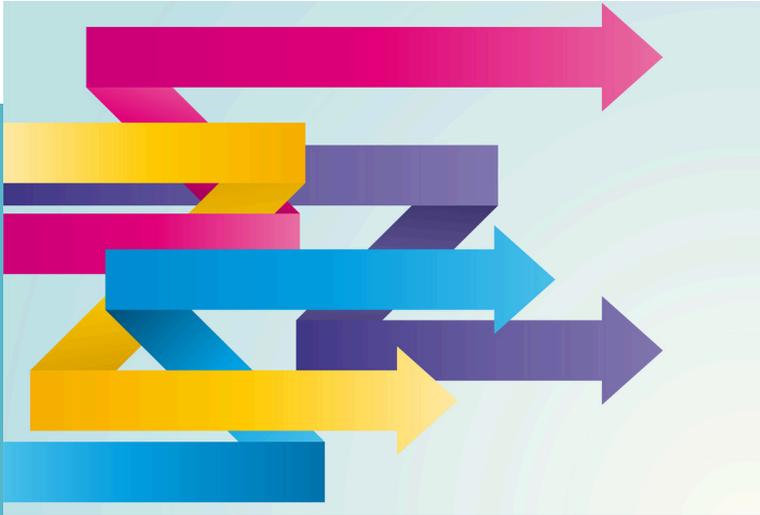
Becoming a Fellow of The Hastings Center for Bioethics is an honor and an important career achievement for bioethicists and those working in adjacent fields. Fellows support our mission as ambassadors who enhance our reach and promote effective networking, and through involvement in our research, engagement, and philanthropic activities.



To sustain and enhance the standing, relevance, and impact of the Hastings Fellows program, we will work with the Fellows Council to:

- Maintain the level of excellence and the caliber of selected Fellows
- Make the selection process more transparent and diversify the pipeline of candidates
- Clarify the expectations and benefits associated with becoming a Fellow
- Create online platforms designed to enhance the visibility of Fellows' work and connections to The Hastings Center, and promote in-person programming

Our Pathway Programs



We use virtual spaces to increase diversity, promote equity, and build community.

- **Sadler Scholars**, launched in 2021, are a select group of doctoral students and early-career researchers interested in bioethics research careers.
- The **Summer Bioethics Program**, launched in 2022, is an interactive learning opportunity for undergraduates who are interested in bioethics issues and related careers, and who have limited opportunities for bioethics training.

To sustain and enhance these programs, we will:

- Identify additional funding sources that can support them long-term
- Continue to engage our Hastings Fellows as teachers, mentors, and supporters of these programs
- Develop a global mentorship program in which Fellows will support bioethics rising stars from regions where they lack academic support

We will know we have succeeded when:

- we have increased the visibility and impact of our engagement and communication activities, according to thoughtfully established metrics
- we have increased and intentionally leveraged partnerships to achieve our mission and enhance our impact

Our Financial Sustainability

Our ability to set our own agenda allows us to make exceptional contributions to the field of bioethics. Our independence is therefore a key feature that should be protected. However, maintaining independence as a small nonprofit organization involves financial uncertainty.

Our research is dependent on competitive grants from government agencies and private foundations. This model means that our research is driven to a large degree by funders' interests.

Furthermore, we rely primarily on philanthropic gifts from generous donors to sustain our engagement activities.

Ensuring the financial sustainability of The Hastings Center for Bioethics

Our overall objective is to maintain our independence, excellence, and trustworthiness while ensuring sustainability and taking strategic risks to enhance our impact.



Increasing our endowment

Sustainability is critical to our mission. It will allow us to be anticipatory and innovative, responsive and nimble, timely and relevant.

It will support our ability to take calculated risks to increase our impact, and to carry out unfunded activities that are important to the field and to our mission.

We will also explore the possibility of building a revenue stream through offering training programs designed for specific audiences, such as pharmaceutical executives or business leaders. Such programs can benefit from the expertise of our scholars and fellows, and can be offered in collaboration with other organizations.

We will know we have succeeded when:

We have increased our endowment and other philanthropic investments, and / or established revenue streams at levels that provide sustainability and allow us to carry out our mission and increase our impact

Acknowledgments

This strategic plan is the outcome of a year of broad consultations with Hastings scholars, advancement, communications, editorial, and administrative teams; Board of Directors; Advisory Council; Fellows; donors and other supporters; and bioethics colleagues, nationally and internationally.

Its development was guided by a **Task Force** composed of thought leaders in diverse fields of expertise.

**We are grateful to all for their
important contributions!**



Resources

*Scan for a list of
Hastings resource links*





With Gratitude

As an independent nonprofit, we are indebted to the generous donors whose support sustains our work.

Thank you for advancing our mission in bioethics and contributing to a more just and equitable world for all!



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