

PILLAR I - Amplify Learner Success & Enhance Institutional Affinity

GOAL I-1

In order to sustain a 4 year graduation rate of 85-88%, with regional and local matches of 40%, while enhancing Top 50 residency matches, HWCOC must improve the rate of MD program students experiencing an interruption in academic progress. Currently, the MD program combined 1st and 2nd year student repeat rate is above the regional norm, indicating a need to align the admissions process and curricular management strategies to bring students repeating to 1.5%.¹

INITIATIVE I-1A - Identification of students at risk of interruption in academic progress.²

TACTIC I-1Aa - Initiate and validate early identification and intervention protocols.

TACTIC I-1Ab - Align admissions criteria for general and pipeline students to ensure MD program readiness.

TACTIC I-1Ac - Evaluate and enhance successful pathway programs to recruit, prepare, mentor, and track outcomes.

INITIATIVE I-1B - Promotion of excellence in educational innovations and collaborations toward a competency-based curriculum that provides diverse clinical exposure and opportunities for community engagement and research.

TACTIC I-1Ba - Evaluate and align curricular sequencing and assessment to optimize academic success and promotion.

TACTIC I-1Bb - Develop digital health competencies, curricula, and related training models.

GOAL I-2

Increase overall philanthropic engagement to \$2.5 million dollars per year for 2022 through 2026. Develop new and existing philanthropic partners/donors/resources to increase overall annual and pledged gifts enabling HWCOC to serve the growing needs of our students, faculty, staff, and community, establish a brand awareness that visibly identifies our mission, articulates the scope of our mission, and incorporates our commitment to the community.

INITIATIVE I-2A - Establishment of PACE (Philanthropy, Alumni, Communication, and Engagement)

TACTIC I-2Aa - Align the alumni affairs, philanthropy, marketing, and community engagement work of the Office of Student Affairs with that of PACE.

TACTIC I-2Ab - Develop and foster major donor stewardship and communication focused on major gifts to expand the HWCOC programmatic footprint.

TACTIC I-2Ac - Build a team over a five year period. Start with the hiring of additional staff in FY'23 to develop new strategies focused on increasing engagement, affinity and giving among parents of current degree program students, alumni, and community faculty; and to serve as liaison between OSA and PACE.

TACTIC I-2Ad - Hire a marketing/branding firm to support implementation of a targeted branding/marketing campaign demonstrating the importance of philanthropic support to HWCOC missions.

INITIATIVE I-2B - Implementation of a targeted branding/marketing campaign demonstrating the importance of philanthropic support to HWCOC.

TACTIC I-2Ba - Develop new strategies focused on the parents of current degree program students, families and alumni.

TACTIC I-2Bb - Assess impact of branding/marketing campaigns.

TACTIC I-2Bc - Develop a COM CRM (Customer Relationship Management) database to record student information from admissions throughout their academic trajectory, to graduation, and beyond to better understand affinity, legacy, giving potential/capacity.

¹ Calculated using the number of students repeating the P1 or P2 phase divided by total number of students in those academic classes.

² Repeating a course, or an academic year, or discontinuing enrollment.

PILLAR II - Accelerate Preeminence & Research and Innovation Impact

GOAL II-1

Continue to enhance HWCOCM reputation and reach by refining programmatic footprint while bringing faculty representation on Scholars@FIU to 100%, instituting a stronger role for social media, and improving current USNWR and QS World University Best Medical Schools rankings.³

INITIATIVE II-1A - Expansion and development of new high-yield programmatic partnerships with the aim of enhancing resources available to the HWCOCM.

TACTIC II-1Aa - Complete master affiliation agreement(s) with community partners.

INITIATIVE II-1B - Achievement of 100% participation in Scholars@FIU program.

TACTIC II-1Ba - Coordinate faculty participation and utilize output publication metrics.

TACTIC II-1Bb - Budget for publication support.

INITIATIVE II-1C - Reinvigoration of Social media campaign.

TACTIC II-1Ca - Study current HWCOCM output and impact on various social media platforms.

INITIATIVE II-1D - Achievement of notable national and international rankings.

TACTIC II-1Da - Raise awareness of ranking indicators and initiate efforts aimed specifically at impacting these metrics.

GOAL II-2

Expand HWCOCM research capacity and impact. Maximize research potential leading to critical advances in knowledge that will be applied to medical education and clinical care by doubling the current number of postdocs to twelve, increasing the number of research proposals submitted annually to 120, and increasing total research expenditures to ten million dollars.

INITIATIVE II-2A - Increase in number of funded labs with goal of increasing proposal success rate from 20% to 25%.

TACTIC II-2Aa - Focus investment in labs with high likelihood of continued funding and co-developing the Center for Translational Science (previously Torrey Pines Lab).

TACTIC II-2Ab - Enhance COM research grants office to include a grants writer/reviewer.

INITIATIVE II-2B - Development and definition of clinical research relationships with FIU and community partners.

TACTIC II-2Ba - Promote expansion of the BHSF/MCI Biorepository to support extramural funding.

INITIATIVE II-2C - Enhancement of Population Health Sciences.

TACTIC II-2Ca - Develop a Clinical Trials strategy that can inform future direction and resource investments.

³ for Primary Care (69 current) and Research (64 current) and QS World University Rankings (48-54 current range).

PILLAR III - Assure Responsible Stewardship & Operational Sustainability

GOAL III-1

Support College of Medicine program success and expansion by developing a clinical revenue model that leads to operational self-sufficiency and can grow to subsidize all missions of HWCOC.

INITIATIVE III-1A - Exploration of clinical partnerships in both the ambulatory and facility-based care delivery environments.

TACTIC III-1Aa - Development of a Dean's Advisory group informing possible clinical affiliations.

INITIATIVE III-2B - Evaluation of current clinical faculty funding models.

TACTIC III-2Ba - Review and revise clinical faculty productivity, incentive and hiring plans.

INITIATIVE III-2C - Realignment of FIU-HCN activities and financial reporting to inform clinical enterprise decision making.

TACTIC III-2Ca - Complete operational and reporting framework.

INITIATIVE III-2D - Design of prospective comparative studies based on the work of NeighborhoodHELP to expand extramural funding sources.

TACTIC III-2Da - Develop pilot studies that lead to new funding revenues.

GOAL III-2

Develop and retain productive faculty while decreasing dependence of extramurally funded labs on E&G (Educational and General Funds) funding. Laboratory groups will work to achieve the national benchmark of 53¢ to the extramural dollar of funding.⁴

INITIATIVE III-2A - Evaluation of internal funding and models.

TACTICS III-2Aa - Review research faculty incentive and hiring models.

INITIATIVE III-2B - Optimization of shared or "core" laboratory resources.

TACTICS III-2Ba - Align resources to better retain productive faculty incentivized by space allocation, bridge funding, recruitment and funding of graduate students and postdocs.

TACTICS III-2Bb - Align resources to support research throughput with maximal efficiency.

⁴ Academic Medicine Investment in Medical Research, AAMC, 2015. www.aamc.org/91514/reproductions.html