

Medicine

PILLAR I

HWCOM EXPERIENCE: LEARNER, FACULTY, & STAFF SUCCESS

GOAL I-1

INTENTIONALLY DESIGN THE LEARNER JOURNEY

Objective I-1A

Recruit, engage, retain and graduate top learners.

Objective I-1B

Provide every learner and trainee with an exceptional academic experience that fosters acquisition of the knowledge, skills, and competencies needed to succeed.

Objective I-1C

Expand existing post-graduate affinity .

GOAL I-2

DEVELOP FACULTY AND STAFF BELONGING THAT EXTENDS THROUGHOUT AND BEYOND HWCOM

Objective I-2A

Support the pursuit of faculty and staff excellence.

Objective I-2B

Create an enriching social and professional environment for faculty and staff by prioritizing engagement strategies within HWCOM and between other colleges, units, and departments to build a robust, mature, and rich campus environment for all ranks of faculty and staff.

Objective I-2C

Improve the recognition and tracking of faculty and staff engagement that supports the HWCOM mission.

GOAL I-3

STRENGTHEN THE HWCOM COMMUNITY

Objective I-3A

Prioritize service excellence.

Objective I-3B

Develop a world-class and uniform physical, digital, and service infrastructure across HWCOM locations.

Objective I-3C – Develop robust and ongoing philanthropic support for HWCOM Programs.

Areas of Strategic Focus Five-Year Milestones

	As of July 2025	By June 2030
• Increase the median MCAT score of admitted MD students	510	515
• Increase the number of HWCOM MD graduates in HWCOM-GME programs	7%	20%
• Increase the percentage of Scholar Faculty with at least one peer-reviewed publication or equivalent scholarly activity per year	75%	90%
• Increase receipt of National and International Awards and Fellowships by Scholar Faculty	TBA	TBA
• Increase the number of HWCOM Faculty accepted to the National Academy of Science, Medicine and Engineering	1	2

Medicine

PILLAR II

RESEARCH EXCELLENCE

GOAL II-1

GROW THE RESEARCH ENTERPRISE

Objective II-1A

Enhance our comprehensive research support infrastructure both in terms of physical and human resources.

Objective II-1B

Promote and facilitate interdisciplinary collaboration across colleges, Universities, and research units by developing existing and new programs to support collaborative research.

Objective II-1C

Cultivate a culture of scholarship and research across HWCOM.

GOAL II-2

EXPAND THE IMPACT OF RESEARCH

Objective II-2A

Grow and scale the commercialization opportunities of HWCOM's intellectual property portfolio.

Objective II-2B

Establish HWCOM as a leading partner for industry that leads to active engagement with partners to expand the impact of research findings.

GOAL II-3

EXPAND HWCOM'S REPUTATION FOR INNOVATION

Objective II-3A

Develop a robust system of investment in research faculty, with a focus on increasing research productivity, awards, and research.

Objective II-3B

Allocate resources and create/expand targeted faculty development programs to support research and innovation.

Objective II-3C

Increase resources for research from public and private sources.

Areas of Strategic Focus Five-Year Milestones

	As of July 2025	By June 2030
• Increase total research expenditure	\$10,943.	\$40,000,000
• Increase number of Post-Doctoral Fellows	4	10
• Increase number of PhD Degrees Awarded Annually	2	5
• Increase number of Utility Patents Awarded	3	6
• Increase the number of Licenses/Options executed annually	0	2
• Increase the five-year average of publications in Q1 Journals	37%	42%
• Increase research expenditures from external sources (HERD)	\$1,298,452	\$10,000,000
• Improve College of Medicine Blue Ridge Ranking	107	90
• Increase NIH Awards	\$12,000,000	\$30,000,000

Medicine

PILLAR III

STRATEGIC ALLIANCES

GOAL III-1

SCALE HWCOC'S CAPACITY TO ESTABLISH STRATEGIC ALLIANCES

Objective III-1A

Develop and enhance strategic alliances, including health-clinical alliances that support HWCOC's Mission.

Objective III-1B

Develop partnerships in South Florida that support the goals of our local counties, support our local alumni, and ensure our impact within Miami-Dade County.

Objective III-1C

Develop a national model in academic-industry relations to support relationships with key strategic partners.

Objective III-1D

Expand facilities and services in clinical care.

GOAL III-2

INTEGRATE AND ALIGN INSTITUTIONAL RESOURCES AND EFFORTS

Objective III-2A

Develop and expand systems and infrastructure that support strategic alliances from origin through maturity, including the formalization of key partnerships to increase future capacity.

Objective III-2B

Develop systems and initiatives to measure the impact of strategic alliances and anchor institutional partnerships.

GOAL III-3

DEVELOP A HWCOC-WIDE CULTURE OF COMMUNITY LEADERSHIP AND ENGAGEMENT

Objective III-3A

Earn and maintain key classifications and recognitions.

Objective III-3B

Intentionally embrace the uniqueness of the scale and location of HWCOC's population to complement goals and build institutional affinity and momentum, which will help to position HWCOC as an internationally well-known educational, clinical and research institution.

Objective III-3C

Develop infrastructure to support robust and ongoing philanthropic expansion.

Areas of Strategic Focus Five-Year Milestones

	As of July 2025	By June 2030
• Increase the number of HWCOC-GME (Graduate Medical Education) trainees	89	325
• Increase the number of GME programs	5	25
• Increase philanthropic engagement	\$4 million	\$7.5 million
• Increase alumni engagement in experiential, volunteer, communications, and philanthropic opportunities	135	400
• Increase HWCOC Endowment	\$79 million	\$96 million