



UNIVERSITY OF CENTRAL FLORIDA



# College of Medicine Strategic Plan 2021-2026





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### *Message from the Dean*

I am pleased to share with you the 2021 UCF College of Medicine Strategic Plan and am inspired by the dedication and inclusiveness our faculty and staff demonstrated in creating it. A diverse group served on taskforces to identify priorities in key areas of focus – education, research, patient care, and community. Many attended open fora at each of our college’s main sites to provide additional perspectives and input. The result of this collaboration is a document that clearly identifies our goals for continued growth as we move forward.

This plan was conceived prior to the COVID-19 pandemic and subsequent economic decline. Our changing economic reality, our country’s renewed commitment to diversity equity and inclusion, and our new technology innovations will be additional strong contributors to our future goals. UCF President Alexander N. Cartwright has requested a strategic plan for the UCF Academic Health Sciences Center (AHSC) with engagement of a national consultant to guide us in the creation of the plan. The College of Medicine strategic plan will be an important resource in the creation of the Academic Health Sciences Center plan. With a rapidly changing environment and a new direction for the AHSC, of which we are a part, we will commit to reviewing the College of Medicine plan in no less than two years.

As you can see, the 2021-2026 Strategic Plan is organized into four strategies that represent the specific areas necessary for achieving our vision. Each strategy is composed of several initiatives. These strategies and initiatives all tie into our five goals and six strategic priorities. They are based on what we know today. We will begin implementing this plan with leaders for each initiative and a Strategic Plan Implementation Steering Committee to ensure we are making progress in all areas. In a year, we will revisit this plan to ensure it continues to represent the way forward and leverages findings and suggestions from the AHSC consultant. In this way, our plan will be a living document that will allow us to be nimble, flexible, and strategic for whatever the future brings.

I encourage you to read our 2021-2026 Strategic Plan and use it as a guide to prepare for the next phase of our development as we advance our college’s mission, vision, and goals.

*Deborah C. German*

Deborah C. German, M.D.  
Vice President for UCF Health Affairs  
Dean, College of Medicine



## UCF College of Medicine STRATEGIC PLAN 2021-2026

### *About the UCF College of Medicine*

Established in 2006 as a new medical school, UCF's College of Medicine is built on innovation, high-tech learning tools, and a pioneering spirit to educate new doctors and scientists.

As part of a major metropolitan research university, the UCF College of Medicine is fully committed to serving its community and playing a key role in its economic development and quality of life. The college seeks to be extraordinary in all areas of our mission – education, research, patient care, and service – with diversity enhancing everything we do. The creation of the college was a true community effort as we built our medical school—belonging to and supporting the Central Florida community. The UCF College of Medicine is a forward-looking medical school with a culture based on partnerships and collaboration, consistent with UCF's goal to *be America's leading partnership university*.

The strategies and initiatives articulated in the UCF College of Medicine 2021-2026 Strategic Plan prescribe the general blueprint for the next phase of growth for the college. This strategic plan builds on the first two COM strategic plans. The college's mission is comprehensive, its vision ambitious, its goals challenging, and its core values unambiguous. This strategic plan is a map for the future of education, research, and patient care which will continue to direct the college in realizing its aspirations.



### *About the Strategic Plan*

The 2021 Strategic Plan represents the collective aspirations of those in the college. The premise of the plan is to focus on initiatives that are strategic while recognizing that we are in unprecedented times and facing uncertainty about the future. The process for developing the strategic plan was initiated in 2019 prior to the current challenges. Additionally, the university is initiating a comprehensive process that includes a national consultant to develop the initial strategic plan for the Academic Health Sciences Center. The priorities and initiatives identified in the 2021 Strategic Plan do not necessarily reflect the current situation. However, the Strategic Planning Steering Committee recognizes the tremendous effort put forth by the taskforces to identify the path forward for the UCF College of Medicine. And, as thus, the Enterprise decided to approve the 2021-2026 Strategic Plan and revisit the plan in a year to reflect on and update the plan, as needed.

In the 2021 Strategic Plan, some areas may be more operational in nature, while others are more long-term and aspirational. The plan is driven by the college's five goals and six priority areas. Many of its initiatives help address multiple priorities, in keeping with the college's culture of working together for a common good. The college's five goals are closely aligned with the university's goals.

An inclusive process was used to develop the plan and is described in a later section. The next phase in the strategic planning process is to develop the implementation and monitoring for the strategic plan. As a first step, leaders of each initiative will be identified to lead the college's efforts in each specific area. Additionally, the Strategic Plan Implementation Steering Committee will continue to monitor the strategic planning process over its lifecycle.

The plan is organized into six priority areas that provide overarching areas of focus for the college. The taskforces identified fourteen strategic initiatives that represent specific areas of focus necessary for achieving the ambition of becoming the nation's premier college of medicine. These strategic initiatives are the foundation for the strategic plan and each supports more than one of the college's goals. They have been mapped to the strategic priority areas. A summary chart is also provided. For each strategic initiative, several strategies to achieve the initiative have been identified. The numbering of the initiatives and strategies does not represent a priority listing.

The mission, vision, goals, strategic priority areas, strategic initiatives, and strategies are presented in the following sections.



## UCF College of Medicine STRATEGIC PLAN 2021

### **UCF College of Medicine Vision**

*The University of Central Florida College of Medicine aspires to be the nation's premier 21st century college of medicine.*

*The UCF College of Medicine will be a national leader in education, research, and patient care, recognized for supporting and empowering its learners and faculty to realize their passion for discovery, healing, health, and life, and for its ability to create partnerships to transform medical education, health care, and research.*

### **UCF College of Medicine Mission**

*The University of Central Florida College of Medicine educates and inspires individuals to be exemplary physicians and scientists, leaders in medicine, scholars in discovery, and adopters of innovative technology to improve the health and well-being of all.*

*Our patient-centered mission is achieved by outstanding health care and services, groundbreaking research, and leading edge medical and biomedical education in an environment enriched by diversity and partnership.*

### **UCF College of Medicine Goals**

**Goal 1:** *Excel in Medical and Biomedical Education*

**Goal 2:** *Excel in Research and Discovery in: Biomedical Sciences, Medical Education, Health Care, and Population Sciences*

**Goal 3:** *Provide Outstanding, Innovative, Patient-Centered Care While Transforming Health Care Delivery*

*To achieve excellence in each of these goals, identify and develop a diversified, self-sustaining infrastructure in an environment that fosters community, diversity, partnership, and collaboration.*



## UCF College of Medicine STRATEGIC PLAN 2021

### *UCF College of Medicine Values*

We value the individual worth, dignity, and well-being of those with whom we teach, study, work, and serve. The core values that guide our conduct, performance, and decisions and that form the foundation for our relationships are:

- Excellence—to achieve the highest standards in everything we do
- Integrity—to be honest, ethical, and consistent in our actions
- Patient-centricity—to focus on the health and wellness of patients in all that we do
- Knowledge-centricity—to discover, create, value, evaluate, and share knowledge
- Creativity—to be curious, open, and innovative
- Collaboration—to work together regardless of organizational boundaries
- Communication—to listen and be open and transparent with students, patients, and colleagues
- Diversity—to be inclusive and value differences
- Reverence—to treat each person with respect and dignity and value his or her being
- Compassion—to treat others with kindness and empathy
- Dedication—to maintain commitment to the mission
- Service—to understand and respond to the needs of individuals and the community

### *UCF College of Medicine Strategic Priority Areas*

1. Ensure preparation of medical professionals and scientists for the future and rapidly changing environment
2. Develop areas of excellence that cross and integrate the UCF College of Medicine's missions – education, research, and patient care
3. Reaffirm our commitment to a culture of diversity and inclusiveness within the College of Medicine and among our faculty, staff, and learners
4. Create engagement and integration across the three core missions of the college within the College of Medicine, university, and community at large
5. Expand mechanisms for mentoring and development of careers for faculty, staff, and learners
6. Invest, realign, and expand resources to build infrastructure and mechanisms for sustainability and growth of the UCF College of Medicine (UCF COM)



## UCF College of Medicine Strategic Initiatives and Strategies

### STRATEGIC INITIATIVE R1:

#### ➤ *Increase visibility of the COM research enterprise.*

##### STRATEGIES:

- R1S1: Develop a larger digital presence, including modernizing the COM website, and enhancing social media.
- R1S2: Improve the identity of specific COM research groups by investing in areas of excellence.
- R1S3: Increase funding for faculty travel and state and national conferences hosted at COM.
- R1S4: Increase cross institute collaborative research projects (e.g. Nemours, VA, Engineering, Tavistock, HCA, and Sarah Cannon Research Institute (SCRI)).
- R1S5: Strengthen alumni and donor engagement, marketing, and branding of COM researchers.

### STRATEGIC INITIATIVE R2:

#### ➤ *Invest in and optimize cutting-edge research infrastructure*

##### STRATEGIES:

- R2S1: Provide dedicated research time to all appropriate faculty.
- R2S2: Increase philanthropic support for the research enterprise.
- R2S3: Build discretionary recurring monies into the budget to enhance research facilities and operations.
- R2S4: Align active researchers into optimal locations.
- R2S5: Position COM for Big Data research (e.g., AI) and bioinformatics.
- R2S6: Create a division of COM Learner Research (e.g., IRB, biostatistics, oversight, etc.).
- R2S7: Increase Health IT efforts and invest in technical tools for the research enterprise.

### STRATEGIC INITIATIVE R3:

#### ➤ *Enhance career development within the research workforce*

##### STRATEGIES:

- R3S1: Increase opportunities and clarify pathways for personal and career development for COM staff and learners.
- R3S2: Re-evaluate the effectiveness of our graduate programs, including career advising.
- R3S3: Develop and implement mechanisms to reward, incentivize, and retain research-intensive faculty.
- R3S4: Increase effective mentoring at all levels to include fellowships, minority supplements, and K grants.
- R3S5: Develop strategies and opportunities to engage COM non-core faculty and non-salary core faculty in research.



## UCF College of Medicine STRATEGIC PLAN 2021

### STRATEGIC INITIATIVE R4:

#### ➤ ***Expand human subjects research***

##### STRATEGIES:

- R4S1: Develop plans for expanding human subject research at the Lake Nona Cancer Center, UCF Teaching Hospital, UCF Health, HCA and SCRI.
- R4S2: Create the infrastructure for strong population health, including an Office of Clinical Research and mechanisms for human subject data collection.
- R4S3: Strengthen the research focus and research productivity of clinical faculty as part of a new culture of COM.

### STRATEGIC INITIATIVE E1:

#### ➤ ***Ensure preparation of medical professionals and scientists for the future and rapidly changing environment: Optimize learners'/trainees' readiness for next phase of education/training***

##### STRATEGIES:

- E1S1: Develop tools and metrics to track longitudinal outcomes.
- E1S2: Establish Educational Ecosystem Council (EEC) to enable inter-institutional collaborations on medical/health professions education and training.
- E1S3: Establish a coaching model across the educational continuum to optimize student and trainee achievement.
- E1S4: Implement longitudinal career advising/mentoring programs to help undergraduate, graduate, and medical students maximize their potential.
- E1S5: Enhance pipeline programs throughout the continuum from pre-professional student to professional role.

### STRATEGIC INITIATIVE E2:

#### ➤ ***Ensure preparation of medical professionals and scientists for the future and rapidly changing environment: complete the M.D. program curriculum transformation planning proposal and detail resources needed for successful implementation***

- E2S1: Expand and realign existing resources to enable essential efforts in M.D. program curriculum transformation.
- E2S2: Ensure that there are sufficient resources for clinical instruction.
- E2S3: Enhance the capacity of inter-professional and service-learning clinical experiences.



## UCF College of Medicine STRATEGIC PLAN 2021

### STRATEGIC INITIATIVE E3:

- ***Create engagement and vitality plan to promote well-being, career success, as well as enhance recruitment and retention of faculty and staff***

#### STRATEGIES:

- E3S1: Improve faculty and staff perception of work environment.
- E3S2: Determine faculty numbers and disciplines needed and establish succession planning.
- E3S3: Optimize productivity by measuring workload correlated with FTEs for role and assignment.
- E3S4: Develop metrics to measure workload and achievement.
- E3S5: Implement a retention strategy for faculty and staff.

### STRATEGIC INITIATIVE PC1:

- ***Grow and sustain UCF Health patient-centered faculty practice***

#### STRATEGIES:

- PC1S1: Expansion of clinical care locations and services
- PC1S2: Create comprehensive telehealth and digital services.
- PC1S3: Develop centers of excellence.
- PC1S4: Identify additional revenue sources.
- PC1S5: Enhance value and great patient experience.

### STRATEGIC INITIATIVE PC2:

- ***Expand UCF COM's patient-care footprint in Central Florida through partnerships and collaborations***

#### STRATEGIES:

- PC2S1: Develop and expand collaborations and integration within the UCF Academic Health Sciences Center (AHSC) and with hospital partners in the community and nationally.
- PC2S2: Create a patient care network that would be UCF Health-based and branded.
- PC2S3: Develop and expand community and national partnerships.



## UCF College of Medicine STRATEGIC PLAN 2021

### STRATEGIC INITIATIVE PC3:

- ***Organizational structure: refine the academic clinical organization structure to advance the premier academic clinical enterprise***

#### STRATEGIES:

PC3S1: Review and adopt/create a new structure for academic clinical departments and divisions in order to create an organizational structure that is clear and can grow in alignment with hospital partners (this will include service line alignments across network institutions).

### STRATEGIC INITIATIVE PC4:

- ***Develop a shared model for the Lake Nona Medical Center (LNMC) that ensures improved integration with the college's missions – formalize relationships within an integrated system***

#### STRATEGIES:

PC4S1: Identify strategies for a shared model.

PC4S2: Clinical integration of UCF Health and partners.

PC4S3: Creation of dedicated teaching faculty at hospital to enhance participation in UME and GME missions of the COM.

PC4S4: Expansion of GME opportunities.

### STRATEGIC INITIATIVE C1:

- ***Increase the impact of service, research, and educational activities that engage our community partners locally, regionally, and globally***

#### STRATEGIES:

C1S1: Formation of an Office of Community Engagement at UCF COM to develop and maintain the infrastructure for service learning and research with community stakeholders.

C1S2: Strengthen the role of community-based research, including Community-based Participatory Research (CBPR), to drive research-based initiatives designed to improve the community's social health, well-being, and overall functioning.

C1S3: Incorporate community-based service learning and participatory research in the COM formal curriculum.

C1S4: Expand our clinical services and incorporate other models of care for medically underserved populations in Central Florida.



## UCF College of Medicine STRATEGIC PLAN 2021

### STRATEGIC INITIATIVE C2:

- ***Enhance productivity, retention, and morale through support of a positive work climate for all stakeholder groups at COM (staff, students, faculty, residents, and affiliate/volunteer faculty)***

#### STRATEGIES:

- C2S1: Assess the work climate at UCF COM to identify strengths and opportunities to enhance our organizational culture and processes.
- C2S2: Expand the COM Life Office to direct and organize encounters, processes, and policies aimed at improving COM culture and interactions with stakeholders.
- C2S3: Identify major areas of work, tasks, and projects where faculty, staff, and learners encounter difficulty, and identify accountable teams/individuals to address challenges within these domains.

### STRATEGIC INITIATIVE C3:

- ***Strengthen the recruitment, retention, support, and promotion of under-represented minority groups to enhance equity, education and employment at COM***

#### STRATEGIES:

- C3S1: Increase the number of underrepresented minority students (especially Black/African American students) matriculating at the COM to ensure the college is representative of the community it serves.
- C3S2: Strengthen support of Black/African American and LGBTQ+ students, faculty, and staff to enrich the learning and work environment.
- C3S3: Enhance retention of valuable staff through equity in compensation, hiring, and promotion.



**STRATEGIC INITIATIVES ASSIGNMENT**

Strategic Initiative		Responsible Individuals
<b>R1</b>	Increase visibility of the COM research enterprise	G. Parks/E. Ross/E. Schrimshaw
<b>R2</b>	Invest in and optimize cutting-edge research infrastructure	
<b>R3</b>	Enhance career development within the research workforce	
<b>R4</b>	Expand human subjects research	
<b>E1</b>	Optimize learners'/trainees' readiness for next phase of education/training	J. Cendan/C. Hernandez/J. La-Rochelle/R. Pepler/B. Self
<b>E2</b>	Complete the M.D. program curriculum transformation planning proposal and detail resources needed for successful implementation	
<b>E3</b>	Create engagement and vitality plan to promote well-being, career success, as well as enhance recruitment and retention of faculty and staff	
<b>PC1</b>	Growth and Sustainability: Grow and sustain UCF Health patient-centered faculty practice	D. German/J. Gibson/M. Katz/E. Ross/J. Schreiber
<b>PC2</b>	Partnerships: Expand UCF COM's patient-care footprint in Central Florida through partnerships and collaborations	
<b>PC3</b>	Organizational Structure: Refine the academic clinical organization structure to advance the premier academic clinical enterprise	
<b>PC4</b>	Develop a shared model for the Lake Nona Medical Center (LNMC) that ensures improved integration with the college's missions – formalize relationships within an integrated system	
<b>C1</b>	Increase the impact of service, research, and educational activities that engage our community partners locally, regionally, and globally	S. Rahman/J. Simms-Cendan
<b>C2</b>	Enhance productivity, retention, and morale through support of a positive work climate for all stakeholder groups at COM (staff, students, faculty, residents, and affiliate/volunteer faculty)	
<b>C3</b>	Strengthen the recruitment, retention, support, and promotion of under-represented minority groups to enhance equity, education, and employment at COM	



# UCF College of Medicine STRATEGIC PLAN 2021

STRATEGIC INITIATIVES/STRATEGIES		STRATEGIC PRIORITY					
		1	2	3	4	5	6
<b>R1</b>	<b>Increase visibility of the COM research enterprise</b>	X	X		X		X
R1 S1	Develop a larger digital presence, including modernizing the COM website, and enhancing social media.						X
R1 S2	Improve the identity of specific COM research groups by investing in areas of excellence.	X	X				X
R1 S3	Increase funding for faculty travel and state and national conferences hosted at COM.				X		X
R1 S4	Increase cross institute collaborative research projects (e.g. Nemours, VA, Engineering, Tavistock, HCA, and SCRI).	X			X		
R1 S5	Strengthen alumni and donor engagement, marketing, and branding of COM researchers.				X		X
<b>R2</b>	<b>Invest in and optimize cutting-edge research infrastructure</b>	X	X	X	X	X	X
R2 S1	Provide dedicated research time to all appropriate faculty.	X				X	X
R2 S2	Increase philanthropic support for the research enterprise.		X	X			
R2 S3	Build discretionary recurring monies into the budget to enhance research facilities and operations.						X
R2 S4	Align active researchers into optimal locations.	X	X		X		X
R2 S5	Position COM for Big Data research (e.g. AI) and bioinformatics.	X	X		X		
R2 S6	Create a division of COM Learner Research (e.g., IRB, biostatistics, oversight, etc)	X					X
R2 S7	Increase Health IT efforts and invest in technical tools for the research enterprise.	X					X
<b>R3</b>	<b>Enhance career development within the research workforce</b>	X	X	X	X	X	X
R3 S1	Increase opportunities and clarify pathways for personal and career development for COM staff and learners.	X		X		X	X
R3 S2	Re-evaluate the effectiveness of our graduate programs, including career advising.	X	X	X		X	
R3 S3	Develop and implement mechanisms to reward, incentivize and retain research-intensive faculty.		X			X	X
R3 S4	Increase effective mentoring at all levels to include fellowships, minority supplements, and K grants.	X		X		X	
R3 S5	Develop strategies and opportunities to engage COM non-core faculty and non-salary core faculty in research.				X	X	
<b>R4</b>	<b>Expand human subjects research</b>	X		X	X	X	X
R4 S1	Develop plans for expanding human subject research at the Lake Nona Cancer Center, UCF Teaching Hospital, UCF Health, HCA, and SCRI.	X		X	X		X
R4 S2	Create the infrastructure for strong population health, including an Office of Clinical Research and mechanisms for human Subject data collection.	X		X	X		X
R4 S3	Strengthen the research focus and research productivity of clinical faculty as part of a new culture of COM.	X			X	X	



STRATEGIC INITIATIVES/STRATEGIES		STRATEGIC PRIORITY					
		1	2	3	4	5	6
<b>E1</b>	<b>Optimize learners'/trainees' readiness for next phase of education/training</b>	X	X	X	X	X	X
E1 S1	Develop tools and metrics to track longitudinal outcomes.	X	X				
E1 S2	Establish Educational Ecosystem Council (EEC) to enable inter-institutional collaborations on medical/health professions education and training.	X			X		X
E1 S3	Establish a coaching model across the educational continuum to optimize student and trainee achievement.	X		X		X	
E1 S4	Implement longitudinal career advising/mentoring programs to help undergraduate, graduate, and medical students maximize their potential.	X		X		X	
E1 S5	Enhance pipeline programs throughout the continuum from pre-professional student to professional role.	X		X	X		
<b>E2</b>	<b>Complete the M.D. program curriculum transformation planning proposal and detail resources needed for successful implementation.</b>	X		X	X		X
E2 S1	Expand and realign existing resources to enable essential efforts in M.D. program curriculum transformation.						X
E2 S2	Ensure that there are sufficient resources for clinical instruction.	X					X
E2 S3	Enhance the capacity of inter-professional and service-learning clinical experiences.	X		X	X		
<b>E3</b>	<b>Create engagement and vitality plan to promote well-being, career success, as well as enhance recruitment and retention of faculty and staff.</b>	X		X		X	X
E3 S1	Improve faculty and staff perception of work environment.			X		X	
E3 S2	Determine faculty numbers and disciplines needed and establish succession planning.	X		X		X	
E3 S3	Optimize productivity by measuring workload correlated with FTEs for role and assignment.					X	X
E3 S4	Develop metrics to measure workload and achievement.						X
E3 S5	Implement a retention strategy for faculty and staff.	X		X		X	
<b>PC1</b>	<b>Growth and Sustainability: Grow and sustain UCF Health patient-centered faculty practice</b>	X	X	X	X		X
PC1 S1	Expansion of clinical care locations and services.	X	X	X	X		X
PC1 S2	Create comprehensive telehealth and digital services.	X	X	X			
PC1 S3	Develop centers of excellence.	X	X	X			
PC1 S4	Identify additional revenue sources.	X			X		X
PC1 S5	Enhance value and great patient experience.			X	X		



# UCF College of Medicine STRATEGIC PLAN 2021

STRATEGIC INITIATIVES/STRATEGIES		STRATEGIC PRIORITY					
		1	2	3	4	5	6
<b>PC2</b>	<b>Partnerships: Expand UCF COM's patient-care footprint in Central Florida through partnerships and collaborations</b>	X	X	X	X		X
PC2 S1	Develop and expand collaborations and integration within the UCF Academic Health Sciences Center (AHSC) and with hospital partners in the community and nationally.	X		X	X		
PC2 S2	Create a patient care network that would be UCF Health-based and branded.	X	X		X		
PC2 S3	Develop and expand community and national partnerships.	X			X		
<b>PC3</b>	<b>Organizational Structure: Refine the academic clinical organization structure to advance the premier academic clinical enterprise</b>				X		X
PC3 S1	Review and adopt/create a new structure for academic clinical departments and divisions in order to create an organizational structure that is clear and can grow in alignment with hospital partners (this will include service line alignments across network institutions).				X		X
<b>PC4</b>	<b>Develop a shared model for the Lake Nona Medical Center (LNMC) that ensures improved integration with the college's missions – formalize relationships within an integrated system.</b>	X	X	X	X		X
PC4 S1	Identify strategies for a shared model.	X		X	X		X
PC4 S2	Clinical integration of UCF Health and partners.	X	X		X		X
PC4 S3	Creation of dedicated teaching faculty at hospital to enhance participation in UME and GME missions of the COM.	X		X	X		X
PC4 S4	Expansion of GME opportunities.		X	X	X		
<b>C1</b>	<b>Increase the impact of service, research, and educational activities that engage our community partners locally, regionally, and globally</b>	X	X	X	X		X
C1 S1	Formation of an Office of Community Engagement at UCF COM to develop and maintain the infrastructure for service learning and research with community stakeholders.	X					X
C1 S2	Strengthen the role of community-based research, including Community-based Participatory Research (CBPR), to drive research-based initiatives designed to improve the community's social health, well-being, and overall functioning.	X	X	X	X		
C1 S3	Incorporate community-based service learning and participatory research in the COM formal curriculum.	X		X	X		
C1 S4	Expand our clinical services and incorporate other models of care for medically underserved populations in Central Florida.	X		X	X		X
<b>C2</b>	<b>Enhance productivity, retention, and morale through support of a positive work climate for all stakeholder groups at COM (staff, students, faculty, residents, and affiliate/volunteer faculty)</b>	X		X	X	X	X
C2 S1	Assess the work climate at UCF COM to identify strengths and opportunities to enhance our organizational culture and processes.	X		X		X	X
C2 S2	Enable COM Life Office to direct and organize encounters, processes, and policies aimed at improving COM culture and interactions with stakeholders.					X	X



## UCF College of Medicine STRATEGIC PLAN 2021

STRATEGIC INITIATIVES/STRATEGIES		STRATEGIC PRIORITY					
		1	2	3	4	5	6
C2 S3	Identify major areas of work, tasks, and projects where faculty, staff, and learners encounter difficulty, and identify accountable teams/individuals to address challenges within these domains.				X	X	
<b>C3</b>	<b>Strengthen the recruitment, retention, support, and promotion of under-represented minority groups to enhance equity, education, and employment at COM</b>	<b>X</b>		<b>X</b>		<b>X</b>	<b>X</b>
C3 S1	Increase the number of underrepresented minority students (especially Black/African American students) matriculating at the COM to ensure the college is representative of the community it serves.	X		X			X
C3 S2	Strengthen support of Black/African American and LGBTQ+ students, faculty, and staff to enrich the learning and work environment.	X		X		X	X
C3 S3	Enhance retention of valuable staff through equity in compensation, hiring, and promotion.	X		X		X	X



## UCF College of Medicine STRATEGIC PLAN 2021

### *How the Strategic Plan Was Developed*

The UCF College of Medicine 2021 Strategic Plan was developed through an extensive and inclusive process. The college leadership reviewed and revised the college's mission, vision, and goals. The leadership team then reviewed the 2015-2020 Strategic Plan with the purpose of identifying strategic areas that remain relevant to the focus of the college. Through planning meetings and discussion, the leadership team identified four areas of focus for the strategic plan – Education, Research, Patient Care, and Community. These represent each of the college's missions.

Four taskforces were initiated to lead the recommendation and development of initiatives in each of these areas. Each taskforce was charged with developing three to five initiatives for its specific area of focus, with an eye for integration of the missions and identifying opportunities for collaboration and partnership.

Faculty and staff were invited to participate in the taskforces through self-nomination or were nominated by others. The membership was selected to ensure diverse and comprehensive representation from across the college and included faculty, staff, and learners (undergraduate, graduate, and medical students and residents). The taskforce members also served as “ambassadors” of the strategic plan – all faculty and staff members were encouraged to share their ideas and thoughts with any of the taskforce members.

Concurrently, several open fora were facilitated by the Dean of the College of Medicine and Vice President for Health Affairs, at each of the college's main sites (Lake Nona, Main Campus, and UCF Health) to provide additional opportunity for faculty, staff, and students to participate in the strategic planning process. The discussions from the open fora were also shared with the appropriate taskforces to help inform the selection and development of the proposed strategic initiatives. These comprehensive discussions culminated with the recommendation of 14 strategic initiatives and strategies to achieve each initiative.

The Strategic Planning Steering Committee, which consists of the Enterprise and the Chairs of each of these taskforces, reviewed, ranked, and consolidated the proposed initiatives with the purpose of finalizing the selection of initiatives to constitute the 2021 Strategic Plan. This committee was responsible for recommending the final plan to the Dean of the College of Medicine and Vice President for Health Affairs.