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Message from the Dean

I am proud of the inclusive and broad-based efforts that contributed to this strategic plan, which provides a vital road map for the next phase of the College of Medicine’s growth and development.

During the 9-month strategic planning process, I had the privilege to learn about the hopes and aspirations for the College of Medicine through our community-wide strategic planning conversations. From a multitude of diverse perspectives, a united vision emerged for the College’s future, including the requisite goals to achieve this bold new state:

- Advance patient-centered research and discovery
- Provide access to value-based care
- Harness innovation to drive educational excellence
- Enhance our identity and visibility

From the start, the strategic planning process created a palpable energy and excitement about the exhilarating possibilities for our future. This momentum will propel us forward with increased velocity as we transition to the important work of implementing the plan.

I hope that you are inspired to identify your own role within our strategic plan and that you will join us in working collaboratively to advance the health and wellness of our community as we lead innovation in medical education, discovery, and community-based care.

Phillip M. Boiselle, MD
Dean and Professor
Charles E. Schmidt College of Medicine
Florida Atlantic University
Executive Summary

**IMPROVE HEALTH BY LEADING INNOVATION**

**Mission**
Our Mission as a community-based medical school is to advance the health and well-being of our community by training future generations of humanistic clinicians and scientists and translating discovery to patient-centered care.

**Vision**
To lead innovation in medical education, discovery, and community-based care.

**Enabling Priorities and Principles**
- Provide regional leadership as the primary Academic Medical Institution
- Continuously analyze our environment so we can nimbly respond to opportunities and challenges as they arise
- Creatively seek resources from a variety of sources and maximize potential collaborations with FAU Colleges and Pillars, as well as local and regional partners, to fuel our growth

- Advance patient-centered research and discovery
- Provide access to value-based care
- Harness innovation to drive educational excellence
- Enhance our identity and visibility

**Research Focus Areas**
- Neuroscience
- Healthy Aging & Geriatrics
- Chronic Pain & Opioid Use
- Genomics & Precision Medicine
Methodology

The strategic planning process is a culmination of key stakeholder needs identified through a systematic market research approach. The process was led by the College’s steering committee and supported by Huron Consulting, a firm with a wealth of experience in health care and higher education. Nearly 200 faculty, students, residents, and staff of all levels in the college, FAU personnel, and faculty from affiliated hospitals, participated in the strategic plan. During the past 9 months, these stakeholders engaged in an inclusive, transparent, and iterative process with broad participation in surveys, interviews, focus groups, presentations, and electronic input.

Introduction

The 2018 strategic plan serves as a roadmap for the next five years toward the college’s growth, innovation, and service to the community. Our vision for the College of Medicine is to establish an exemplary medical school to advance patient-centered research, scientific discovery, and access to value-based care in South Florida. The goal of this document is to inspire a sense of one’s role within the strategy and to present an organic document that can be dynamically re-evaluated and reoriented as needed.

The importance of planning the college’s next 5 years emerged during a critical juncture in which we experienced rapid growth and development. Our education mission has excelled, prompting development for a strategic plan to thoughtfully explore the college’s potential in our research and clinical missions, to align with the university’s strategic plan, and to create a financial plan for implementation of key initiatives.

Contained within this document are the college’s mission, values, and vision, supported by a series of overarching priorities and principles. Additionally, we elaborate four primary goals to fulfill the college’s priorities and principles.

Our Mission

Our Mission is to advance the health and well-being of our community by training future generations of humanistic clinicians and scientists and translating discovery to patient-centered care.

The College of Medicine is an integrated learning organization that fosters high-quality, humanistic, and patient-centered care. Our mission is to deliver high-touch, high-tech education to our students and residents, and to collaborate on high impact, interdisciplinary research with leading experts in the field. The College of Medicine is dedicated to integrating discovery with health care and education in order to contribute to the vitality of our immediate communities, to improve the health and well-being of people and populations, and to transform community-based health care.
Our Values

As an integrated learning-organization, our values encompass collaboration, innovation, respect, compassion, lifelong learning and engagement. Through collaboration, we share knowledge and build trust and consensus. Through innovation, we embrace creativity and flexibility. By respecting one another, we strive to acknowledge and express our appreciation for the unique and diverse contributions of others. Through compassion, we empathize with our patients, students, and peers. Through lifelong learning, we value intellectual curiosity and the drive toward continuous knowledge acquisition and human development. Through engagement, we foster teamwork within our organization and within our community.

Our Vision

To lead innovation in medical education, discovery, and community-based care.

Since the College first launched as an independent medical school in 2010, we have been continuously inspired to lead the way as educational innovators rather than followers of traditional pedagogy. Indeed, our newness has afforded us the opportunity to re-imagine medical education by developing original and boldly innovative practices rather than being tied to "how things have always been done."

This strategic plan provides a roadmap for expanding our innovative leadership beyond education into discovery and community-based care with a patient-centered approach. The closely intertwined strategic goals outlined in this document provide multiple avenues of cross-linking synergy with one another and with the University’s strategic goals. For example, the development of an innovative community-based practice will foster patient-centered discovery initiatives and expand the array of innovative educational opportunities for our learners.

Our ability to successfully achieve this collective vision lies in the strength of our people----a talented, inclusive and diverse community of faculty, learners, and staff who share a passion for advancing health by driving innovation---and the strength of our values---a community of collaborators, innovators, and lifelong learners, who are respectful, compassionate and engaged.
Enabling Priorities and Principles

+ Provide regional leadership as the primary Academic Medical Institution
+ Creatively seek resources from a variety of sources and maximize potential collaborations with FAU Colleges and Pillars, as well as local and regional partners, to fuel our growth
+ Continuously analyze our environment so we can nimbly respond to opportunities and challenges as they arise

Strategic Goals

Our plan outlines four strategic goals that will guide our growth, as well as the use and allocation of resources and effort, in the next 5 years. Under each strategic goal is a series of initiatives which illustrate the intention of that goal and delineate more specific outcomes we are setting out to achieve.
**Goal 1: Advance patient-centered research and discovery**

Scientific discoveries are transforming the landscape of medicine by promoting prevention, reducing disease burden, and improving overall health. Many of the most profound advances are just beginning to demonstrate their vast therapeutic potential. For example, the mapping of the human genome, the advent of genomics editing, the isolation of human stem cells, and a deeper understanding of systems biology, all forecast a future in which genetic susceptibility to disease can be determined in childhood, the molecular causes of diseases can be precisely identified and selectively targeted through new drug development, and dead or dying tissues can be replaced with autonomous healthy cells. However, realizing this promise will require a dramatically new vision for research that continually capitalizes on these technological breakthroughs. This will necessitate radical changes to the current model by: focusing on patient-centered research; improving the research infrastructure; adopting a team science model; incorporating multidisciplinary approaches; partnering with various stakeholders to maximize synergy and success; and modeling real-world science to produce the future “thought leaders” in research and medicine.

**Research Focus Areas:**

We are at a critical juncture in the development of the College of Medicine. During the first phase, the focus necessarily centered on creating an effective medical education curriculum and receiving LCME accreditation. However, we are mindful of a study commissioned by the Macy Foundation which revealed that the most successful new medical schools have gone on to develop a strong research portfolio within the first 10 years of their establishment. Accordingly, this strategic plan calls for a major investment in building an innovative research infrastructure and portfolio during the next 5 years.

In particular, an emphasis on patient centered research is made possible by the establishment of a new FAU clinical practice. As the clinical practice develops, the goal is to explore how the wealth of clinical data combined with genomic information can be utilized to improve the prediction, diagnosis, treatment, and overall health of patients and families from the surrounding communities. Our choice of research focus areas is based on both situational and strategic considerations. Within South Florida, Palm Beach County has a large portion of aging individuals who are affected by chronic illnesses such as cardiovascular disease, diabetes, neuropsychiatric disorders, osteoarthritis, chronic pain, and cancer. Because these diseases arise from the interplay between genetic factors and lifestyle choices, these conditions may be modifiable or preventable to some extent. Within the College, our faculty already have significant expertise in many of these areas. Therefore, focusing research in these areas could make a substantial impact in preventing these chronic conditions. Presented in order of implementation:

+ **Neuroscience.** The Neuroscience Pillar represents one of four FAU’s Pillars that guide the university’s plan to build world class research at FAU. The pillar supports the activities of more than 100 faculty level neuroscientists from across all campuses. Within this pillar, the Brain Institute supports state-of-the-art research and innovative educational activities, and is the sponsor for the
FAU Neuroscience Student Organization. Collectively, this team of researchers seek to unlock the secrets of brain development, function and plasticity and how the mechanisms uncovered can be compromised to drive devastating brain disorders such as Autism, Schizophrenia, Depression and Alzheimer’s disease. The Palm Beach County Health Advisory Council 2017 Report has targeted reducing the stigma and improving the treatment of mental health disorder as a top priority.

+ **Healthy Aging Pillar and Geriatrics**: The Healthy Aging Pillar represents another FAU Research Pillar. By focusing on older adults, this research team addresses a growing crisis facing regional and national healthcare systems. Much of the aging discussion has centered on the impact of this shifting demographic to stress healthcare delivery and costs. This research team is leading the way in redesigning the healthcare infrastructure to create novel intervention programs to improve the care of older adults and their caregivers, leading to improved care confidence and mobility, delayed nursing home placement, reduced hospital re-admission and decreased health care costs. A particular focus relates to neurodegenerative diseases such as dementia and Alzheimer’s disease (AD). By the year 2050, an estimated 16 million Americans and 60 million people worldwide will be affected by AD and related disorders. Based on the assumption that up to 30% of AD cases may be prevented through modification of risk factors and behavioral changes, a novel Dementia Prevention Initiative is underway with the potential to substantially reduce the burden of this disease.

+ **Chronic Pain Management & Opioid Use Disorder** - Chronic pain is a progressive disorder that appears after the original injury is healed, and is associated with heightened arousal of the nervous system and enhanced sensitivity to pain. This debilitating disorder affects 100 million Americans and costs the US economy nearly $630 billion per year. It is the primary reason for visiting a doctor. And, for moderate to severe pain, opioid medications are the most common and effective treatment. However, an effective treatment for this debilitating disorder may trigger an even more devastating disease. This is because opioid medications cause complex changes in the brain that may lead to opioid use disorder. At the extreme end of this spectrum, opioid “addiction” is characterized by escalating drug use despite adverse consequences. This lifelong disorder affects 2 million Americans and represents the leading cause of accidental death in this country, surpassing even car crashes. And, there are no truly effective treatments for this disorder. To address these two endemic problems, we will build a team of researchers to identify a “genetic signature” for those at most risk of opioid use disorder. In addition, we will incorporate research findings into the medical education curriculum and include more discussion of chronic pain management and safer opioid prescription practices. Not surprisingly, the Palm Beach County Health Advisory Council 2017 Report ranks opioid addiction as one of its top priorities. Between January and October 2016, there were 4,855 overdoses with over $41 million in public payer, opioid related, hospital charges.

+ **Genomics & Precision Medicine**. Recent technological advancements are improving the understanding of how genomic differences among patients affect their susceptibility to common diseases and their widely variable treatment responses. In the near future, the practice of medicine will follow a more precise strategy by considering the genomic characteristics and lifestyle choices of individual patients. The so-called precision medicine approach will transform healthcare by allowing earlier detection, more accurate diagnosis, and more effective treatment strategies for common diseases, including cardiovascular disease, metabolic disorders, and neurological conditions. To fully realize the promise of precision medicine, we envision complementary programs from genomics research discovery, to integration of genomics knowledge into the medical education curriculum, to incorporation of genomics findings into the healthcare setting, to improvement in patient engagement and acceptance within the surrounding communities. Attesting to feasibility and likelihood of success, we are armed with the knowledge gained from working at the forefront of precision medicine and working with other key stakeholders throughout the organization to find ways to accelerate breakthroughs along this continuum.
Signature Initiatives:

Biomedical research drives innovations in medicine and improves the health of Americans. Four strategic initiatives are identified to propel the research mission. For each initiative, several strategies are outlined, ranging from short-term actions to longer-term endeavors that are boldly ambitious and broadly applicable beyond the boundaries of Palm Beach County.

+ **Develop a research infrastructure and culture to drive the research mission**
  + Invest in research infrastructure
    + Perform building upgrades
    + Re-design research space
    + Establish research core facilities
    + Provide administrative support for research activities
    + Facilitate research regulatory training and laboratory access
    + Create a Research website
  + Develop research culture
    + Build institutional commitment
    + Provide strong research leadership
    + Offer sustained faculty development opportunities
    + Engage students and residents

+ **Foster team science and multi-disciplinary approaches to advance research focus areas**
  + Create research teams
    + Recruit basic and clinical faculty with productive research programs
    + Promote formation of multi-disciplinary teams
  + Leverage “human learning laboratories” to address real-world research questions
    + Develop FAU clinical practice as a platform for patient centered research
+ Engage the local community as a platform for population centered research

+ **Partner with key stakeholders to maximize synergy and success**
  + Maximize existing collaborations in aging, neuroscience, biomedical engineering, and behavioral health
  + Identify new partnerships in genomics, drug design, and implementation science
  + Work with the Research Tech Runway to leverage startup opportunities
  + Forge collaborations with other universities and private research institutions

+ **Provide enhanced research opportunities, mentorship, and resources for students and residents**
  + Enhance medical education curriculum by modeling real-world science
  + Provide research & scholarly opportunities for medical students and residents
  + Contribute to the four MD pipeline programs
  + Revise the Clinical and Translational Research Thread
  + Establish a Student Research Education Training Center
  + Broaden graduate education curriculum
  + Continually improve the MS track
  + Build the newly created Integrative Biology PhD track
  + Expand participation of COM faculty in the FAU/Scripps MD/PhD program
  + Explore opportunities for creating a new PhD track housed in the COM
  + Formalize participation in undergraduate research training

**Success Indicators:**

Because the research program is being built from the ground up and any returns on research investment take years to become apparent, it will be necessary to use a combination of short-, intermediate-, and long-term indices to evaluate success. In addition, creating and implementing a new vision for research will necessitate redefining how success is evaluated using newly developed metrics to measure progress towards the goals.

I. **Short term: Improved Infrastructure and Increased Research Activities**
   a. Amount of square footage of functional lab space
   b. # of shared facilities established
   c. # of grants submitted
   d. # of manuscripts submitted to peer-reviewed journals
   e. # of enrolled students in graduate programs
   f. # of research FTEs
   g. Research support staff trained and certified
   h. Campaign goals in research support and faculty investments established

II. **Medium term: Increased Productivity**
   a. # of publications in peer-reviewed journals
   b. # of grants as PI
   c. Total grant dollars awarded
   d. # of clinical research activities including those promoted by the practice plan
   e. % of MD students, graduate students, and residents participating in research activity

III. **Long term: Elevated Collaboration and Impact**
   a. Dissemination of scholarly information on a national level (# of invitations to speak nationally, NIH councils, peer-reviewed publications)
   b. Bibliometrics (iCite, Scopus, Web of Science H-index, M-index): # of publications cited
   c. Altmetrics (ImpactStory, Altmetric): # of citations including social media outlets
   d. # of collaborative research projects (inter-College, inter-Institution): new and completed
   e. Level of achievement of research campaign goals
Goal 2: Provide access to value-based care

As a community-based medical school, we are affiliated with several community hospitals to achieve our educational mission. As the College of Medicine has matured, we have recognized a need for a complementary, independent clinical practice to expand outpatient practice opportunities for our faculty members, foster patient-centered discovery, and broaden the array of educational opportunities for our learners.

As the healthcare environment evolves due to healthcare reform and advancements in medical technology, Palm Beach County presents unique opportunities and needs. For example, there is a need to increase accessibility to value-based primary care for populations not served by the prevalent concierge medical practices. As the college emerges as a healthcare provider by developing our own clinical practice focused on concepts of patient centricity and value-based care, we will foster positive relationships with the surrounding community.

Focusing initially on primary care, we will address an identified gap in the region and function as a referral base to the specialty disciplines practiced by our affiliate faculty and hospitals. We will also provide an innovative practice environment for our highly trained faculty to employ their clinical skills and mentor our residents and students. The practice will also support the development of patient-centered research and quality improvement initiatives. Coupled with the incorporation of advancements in education and research into health care delivery, the addition of a clinical practice under FAU Medicine adds value for our college and university in brand recognition and visibility, which in turn enhances recognition on an elevated public platform as well as support faculty retention and recruitment.
Signature Initiatives:

+ **Launch FAU Medicine practice plan to improve access to value based primary care in Palm Beach County and beyond**
  - Conduct a feasibility analysis to determine specific needs of the FAU service area
  - Identify strategic collaborators and locations.
  - Develop a business plan for a primary care practice site supported by newly recruited anchor faculty and existing FAU faculty physicians
  - Include full range of primary care areas, including pediatrics and geriatrics
  - Develop or acquire support for infrastructure and management services for the faculty practice including support staff, electronic medical record, billing system, credentialing, scheduling, etc.
  - Build an infrastructure that will support educational, quality improvement and research activities (e.g. electronic medical records, DNA biorepository)

+ **Identify additional practice opportunities for clinical faculty not participating in FAU Medicine clinical practice**
  - Create opportunities for our university-based faculty to employ their clinical skills collaborating with established practice and/or affiliated clinical sites
  - Expand collaborations with entities serving the underserved
  - Affiliate with the VA to meet common goals and maximize synergies in the areas of geriatrics, psychiatry and opioid addiction

+ **Work closely with other FAU Colleges to determine potential interprofessional collaborations in practice plan**
  - Develop pilot projects to foster collaboration with other health related colleges (nursing, social work, business(health administration))
  - Creatively leverage expertise from other FAU colleges to build cultural awareness and multidisciplinary teams to serve our patients

+ **Provide students and residents with innovative clinical learning opportunities in value-based care and support the pipeline for future physicians**
  - Use our practice plan to provide a training platform for best practices
  - Support a pipeline for future physicians in South Florida

+ **Recruit academically-oriented clinical faculty who can also support teaching and clinical research activities as anchors for the practice plan**
  - Develop a recruitment plan for 2 – 3 FTEs of “anchor” core clinical faculty ideally with expertise in clinical research and/or quality improvement
  - Leverage existing Clinical & Translational Research Unit (CTRU) and/or create appropriate infrastructure at our clinics to foster clinical research

Success indicators:

I. **Short term: Establishment of Practice plan**
   a. Practice plan concept and partnership model completed
   b. Business Plan and ITN (Invitation to negotiate) developed
   c. MOU and contract executed
   d. Successful recruitment of 1-3 anchor faculty
   e. Clinical laboratories and diagnostic testing sites identified
   f. Network of specialty services that practice patients can be referred to developed
   g. Campaign goals in faculty investments established
II. Medium term: Practice Plan Activity and sustainability
   a. # of patient visits and new patients
   b. No show rates
   c. Positive margins achieved

III. Long term: Impact and value based metrics
   a. # of medical students, other students and residents trained
   b. # of clinical research participants recruited
   c. # of scholarly products derived from clinic
   d. Value-based metrics achieved, including measures required by MACRA and HEDIS as well as novel patient-centered metrics such as the Patient-Reported Outcomes Measurement Information System (PROMIS)
   e. # of clinical research and QI/PI projects completed
   f. # of clinical services and service locations
   g. Level of achievement of campaign goal

Goal 3: Harness innovation to drive educational excellence

We are dedicated to training the next generation of passionate, collaborative, humanistic, skilled physicians. Our goal is to build on the early successes of our innovative, integrated, patient-centered medical student curriculum, as we continue to develop nationally recognized medical education programs including additional residencies and fellowships. Throughout our strategic planning process, the greatest perceived strengths of the College of Medicine were consistently noted to be the quality of our faculty, staff, and trainees, the diversity of our medical school community, our innovative MD degree program, and the overall medical student experience. We value our small class size and collegial learning environment, and want to continue to enhance our culture of innovation, integration, and inclusiveness. By providing a learning environment that highlights exceptional, evidence-based educational experiences, promotes diverse and technologically-enhanced learning opportunities, and values wellness and vitality in our trainees, faculty, and staff, we will continue to be a top choice for those pursuing a career in medicine. We strive toward even greater educational accomplishments over the next five years by recruiting exceptional students and residents, strategically investing in people and programs, and leveraging collaborative opportunities within the University and the regional community of South Florida.
Signature Initiatives:

+ **Build on the strength of our undergraduate medical education program:** maintain our humanistic and individualized approach while innovating with new high-touch, high-tech initiatives
  
  + Maintain or increase the number and quality of applicants
  + Continue with stellar match records
  + National recognition through presentations of educational innovations in national meetings and publications
  + Invest in high quality innovative education faculty (e.g. education scholarship specialist, clinical skills teaching)
  + Develop a plan to support and nurture our educational faculty
  + Use technology and evidence based pedagogy to drive best practices in education

+ **Attract top caliber undergraduate students through merit-based scholarships and other recruitment strategies**
  
  + Develop an endowment to increase scholarship funds
  + Continue to use diversity and merit-based pipeline to attract top caliber students.

+ **Explore opportunities for new residency programs and fellowships, including Ob/Gyn & Pediatrics, with appropriate partners in our evolving medical community**
  
  + Identify future residency and fellowship opportunities with GME Consortium hospital partners, and develop timelines for implementation
  + Create list and timeline for future residency/fellowship applications to ACGME
  + Determine the feasibility of residency programs and fellowships meeting Florida workforce needs that cannot be successfully developed within the current GME Consortium hospitals, including Ob/Gyn and Pediatrics
    + Complete feasibility analysis and decide whether or not to pursue Ob/Gyn, Pediatrics and Family Medicine programs
    + Develop GME collaboration agreements with additional hospital partners
+ **Reconfigure departmental structure to reflect the growth and maturation of the College of Medicine**
  + Identify potential impact of implementing traditional (separate) departmental structure and innovative (consolidated or hybrid) structure, including impact on faculty identity, vitality and success as well as methods to minimize administrative duplication
  + Complete analysis comparing 2-3 models for departmental reconfiguration
  + Implement departmental structure that best supports the College of Medicine’s strategic objectives, working within IMS divisional structure as a first step
  + Pilot-test clinical department configuration within IMS division structure.
  + Decide on new departmental structure and timeline/process for implementation
  + Develop procedure for faculty business titles to include board-certified specialty identity

+ **Leverage opportunities with FAU Colleges and Pillars to maximize potential collaborations**
  + Enhance Inter Professional education initiatives across our curriculum
  + Expand our health and wellness initiative to include other colleges and community partners
  + Develop pilot projects between geriatric curriculum and aging pillar; neurology and psych residencies and the Brain Institute
Success Indicators:

I. Short term: Excellence indicators maintained or increased
   a. UME admissions statistics
   b. GME match statistics
   c. Diversity of students and residents
   d. Retention of students in Florida residency programs
   e. Residency Board pass rates
   f. Retention of residents in Florida for practice or fellowship training
   g. Fellowship match statistics
   h. Campaign goal in scholarship support established

II. Medium term
   a. $ raised for merit-based scholarships
   b. $ awarded to underrepresented minorities and pipeline students
   c. # of residencies & fellowships accredited
   d. # of presentations on education innovations & scholarship at national conference & peer-reviewed publications
   e. # of collaborations with other Colleges, Pillars and key stakeholders established

III. Long term: Impact
   a. AAMC Graduate Questionnaire (GQ) survey
   b. Resident satisfaction survey
   c. Increased physician workforce in Florida
   d. Scholarship funds goals achieved
Goal 4: Enhance our identity and visibility

We will enhance our identity and visibility with key initiatives that nurture growth and innovation. We are dedicated to establishing a culture that values and rewards sustained community commitment and involvement. Together, we will build a solid foundation for the College of Medicine brand that strengthens and enhances the college’s reputation as an exemplary medical school that advances patient-centered research, scientific discovery, and access to value-based care in South Florida. We will promote membership and participation by investing in our human resources, by establishing a community engagement council, by nurturing the relationship with our affiliate faculty and inspiring them to become our strongest brand ambassadors, by strengthening collaborations with our partner institutions, and by increasing the college’s physical capacity to serve the growing needs of our students, faculty, staff, and our community. The college’s targeted awareness campaign will produce a brand that visibly identifies our mission, articulates the scope of our services, and incorporates our commitment to the community.

Signature Initiatives:

+ **Invest in the diversity, professional growth, and development opportunities for our people: faculty, staff, students, and residents.** Implement transparent recognition, ensure equitable compensation that reflects the scope and quality of work, and leadership responsibilities. Recruit, engage, and retain innovative employees and promote a flexible environment that encourages cross-training and development of interdisciplinary teams
  + Create advancement opportunities with progressive levels for each of the existing three staff classifications (e.g. coordinator, senior coordinator, manager). Establish effective mentoring and feedback mechanisms to reinforce requirements.
  + Develop training and mentoring opportunities, and retention programs that foster staff career progression within the college
  + Develop research specific job positions and career pathways, timely promotion opportunities, and leadership opportunities within the college
  + Ensure that effective scholarship and leadership skills training, and professional development programs for faculty are designed to meet existing needs and offered on a regular basis
Establish a Community Engagement Council to advocate the diverse needs of our community. Build synergistic relationships in which vital information, important resources, and unique expertise can be cultivated and shared among key stakeholders

- Conduct a community engagement survey to identify dynamic and vital community organizations for partnership opportunities.
- Engage leaders from these community organizations to advise the college about pertinent health concerns and research interests from the diverse constituents in our community.
- Leverage the university’s community engagement efforts by working closely with the university’s community engagement task force, led by Dr. Ron Nyhan.
- Create and staff an office for community engagement within the college, equipped with tools to manage data for ongoing engagement efforts, and empower them to educate and instill a sense of civic responsibility in the local community.
- Develop community engagement activities, programs and partnerships, such as a community engagement day in which the college unites to sponsor and/or volunteer in a community event.
- Value and rewards sustained community commitment and involvement. The objective is to increase the college’s and the public’s awareness of social issues and to highlight the impact of a successful community engagement program.

Engage, recognize, and nurture our affiliate faculty. They are valuable mentors for our students and residents and an essential connection between the College of Medicine and the community, and the best advocates of the FAU Medicine brand.

- Conduct a needs assessment to determine the needs and wants of our affiliated faculty.
- Offer programs and initiatives and academic incentives to facilitate engagement with the College of Medicine and encourage their service as a brand ambassador.
- Create distinct categories of affiliation to recognize the effort and commitment of affiliate faculty members who significantly contribute to the education of our medical students and residents (e.g., a teaching academy).
- Develop a speaker’s bureau to create Grand Rounds seminars, distinguished guest lectureships, and an affiliate faculty list of skills and expertise for college communications and university media usage.

Build our Charles E Schmidt College and Medicine and FAU Medicine brands by developing a marketing and communications strategy supported by a sustained budget.

Develop, execute, and assess an integrated marketing and communications strategy, supported by sustained resources, to construct, promote, and protect the FAU Medicine brand identity, relevance, and distinction for our constituencies.

- Develop a strategic marketing plan to establish FAU Medicine as our umbrella brand within the University, affiliated hospital and community at large. Promotes the college’s and FAU Medicine brands through the development of unique identities that are supported by a communication, design, and implementation infrastructure.
- Quantify needed resources to create and sustain FAU Medicine brand. Consider continuing growth, advocacy efforts, maintenance of a unique, community-focused identity, data analysis of marketing efforts, dynamic alignment with the college’s and university’s strategic initiatives, and development of brand standards to endorse longevity of the FAU Medicine brand.
- Ensure that appropriate resources are allocated in annual budgets to sustain the brand management of FAU Medicine, articulated in a marketing plan for the college.
- Properly staff a communications office with key personnel to reinforce the FAU Medicine branding initiative. Key tasks include project management, writing and editing of the college’s communication collateral, brand management and reinforcement, social media.
management, web content writing and maintenance, design, photography and videography, and management of printed and promotional items

+ Promote the ‘value added’ aspect of a College of Medicine and how we contribute to the overall FAU strategic plan and to Hospital Partners
  + Build an internal PR campaign that represents the value added by a College of Medicine and alignment with FAU’s strategic plan. Utilize institutional goals, strategies, communications, and marketing outlets that increase the scope and influence of the College of Medicine’s branding strategy
  + Work closely with affiliated Hospitals on co-branding and co-sponsoring of marketing activities to develop advocacy, longevity, and alignment with the FAU Medicine brand

+ Pursue construction of a new building for the College to enhance visibility and promote multi-disciplinary activities across our three missions
  + Develop a five-year vision and a master plan for our new building that reflects the infrastructure needs to support our constituents
  + Secure resources for planning stage during the first year, by engaging key stakeholders in our strategic goals.
  + Secure resources for the construction of a new building that houses our students, faculty, and staff, and supports the major pillars established by the university
  + Develop a plan to move into the new building during the fifth year, including detailed logistical considerations

Success Indicators:

I. Short Term:
   a. Staff career ladder and reclassifications implemented
   b. Staff, core and affiliate faculty satisfaction survey deployed
   c. Community Council established
   d. New building as a top goal in FAU’s capital campaign
   e. Brand awareness survey deployed
   f. Campaign goal for facility enhancements across all College of Medicine activities established

II. Medium term
   a. Staff salary equity analysis completed
   b. # of activities to improve affiliate faculty engagement
   c. # of tailored community engagement activities
   d. # of marketing activities to increase awareness
   e. Growth of marketing budget

III. Long term: Impact
   a. Retention of a diverse faculty and staff
   b. Core and affiliate faculty satisfaction rates
   c. Presence in US News and World Report ranking list
   d. Brand awareness as per survey
   e. Capital Campaign goals achieved
Alignment with FAU Strategic Plan and College’s Values

Special attention was given in the development of the Charles E. Schmidt College of Medicine strategic plan in regards to leveraging the University’s strategic plan, our Pillars and Platforms. The areas of synergy are highlighted in the matrix below.

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<thead>
<tr>
<th>FAU PILLARS</th>
<th>FAU PLATFORMS</th>
<th>Indicates Area of Alignment</th>
<th>Advance Patient-Centered Research and Discovery</th>
<th>Provide Access to Value-Based Care</th>
<th>Harness Innovation to Drive Educational Excellence</th>
<th>Enhance Our Identify and Visibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Neuroscience</td>
<td>Community Engagement and Economic Development</td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Healthy Aging</td>
<td>Diversity</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sensing and Smart Systems</td>
<td>Global Perspectives and Participation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ocean Science and Engineering/Environmental Sciences</td>
<td>Healthy and Environmentally Sustainable Campus</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Leadership, Innovation and Entrepreneurship</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Peace, Justice, and Human Rights</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Undergraduate Research and Inquiry</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>South Florida Culture</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Appendices

I. Strategic Planning Steering Committee

Janet Robishaw Ph.D. Co-Chair
Sarah Wood M.D. Co-Chair
Elaine Van der Put Ph.D. Overall facilitator
Randy Blakely Ph.D.
Mark Di Corcia Ph.D.
Tom Genuit M.D.
Kate Guthrie Ph.D.
Deb Louda Ph.D.
Stuart Markowitz M.D.
Michelle Schwartz M.D.
Roger Smith M.D.
Steve Bender
Joanna Duran
MK Morales
Levonti Ohanisian
Leonie de la Cruz

II. Strategic Planning Process Overview

Phase 1: Initiate the Planning Process
-May 2017

Phase 2: Gather Stakeholder Input
-May – October 2017

Phase 3: Determine and Prioritize Strategic Options
-July – October 2017

Phase 4: Draft Strategic Plan and Hold Town Hall
-October 2017 – January 2018

Phase 5: Revise and Finalize the Plan
-January – February 2018
III. Stakeholder Engagement Overview

Stakeholders had the opportunity to participate in the planning process via focus groups and an online survey tool. These tools provided valuable perspectives as the foundation of an evidence-based planning process.

**Focus Groups:**
- 22 total sessions
- Constituencies included targeted groups of:
  - Staff
  - Research and clinical faculty
  - MD students
  - Residents and Fellows
  - Leadership groups
  - Clinical affiliates
  - College Deans and Pillar Directors

**Online Survey:**
- 643 total responses
- 66% internal response rate including:
  - 83% of core faculty
  - 86% of staff
  - 55% of current students

IV. Survey Results

![Affiliations as Percentages of Total Respondents (n=643)](chart.png)

- Clinical Affiliate Faculty 35.0%, n=225
- BMS Faculty 5.4%, n=35
- IMS Faculty 9.6%, n=62
- Surgery Faculty 1.4%, n=9
- Grad Students / Post Docs 6.4%, n=41
- Medical Students 19.3%, n=124
- Staff 11.8%, n=76
- Alumna/us 0.3%, n=2
- Other 2.2%, n=14
Q2: Please rate the following values according to how accurately they reflect the College's culture TODAY.

Responses of “Somewhat Reflective” or “Highly Reflective”

<table>
<thead>
<tr>
<th></th>
<th>Somewhat Reflective</th>
<th>Highly Reflective</th>
</tr>
</thead>
<tbody>
<tr>
<td>Respectful &amp; Collegial</td>
<td>34.2%</td>
<td>43.3%</td>
</tr>
<tr>
<td>Integrity</td>
<td>32.0%</td>
<td>44.5%</td>
</tr>
<tr>
<td>Compassionate &amp; Humanistic</td>
<td>27.8%</td>
<td>47.8%</td>
</tr>
<tr>
<td>Committed &amp; Engaged</td>
<td>31.7%</td>
<td>42.5%</td>
</tr>
<tr>
<td>Diverse &amp; Inclusive</td>
<td>29.2%</td>
<td>42.9%</td>
</tr>
<tr>
<td>Accountable</td>
<td>42.2%</td>
<td>29.4%</td>
</tr>
<tr>
<td>Collaborative</td>
<td>32.4%</td>
<td>37.7%</td>
</tr>
<tr>
<td>Community-minded</td>
<td>31.3%</td>
<td>37.9%</td>
</tr>
<tr>
<td>Creative &amp; Innovative</td>
<td>34.0%</td>
<td>30.4%</td>
</tr>
<tr>
<td>Equitable</td>
<td>31.1%</td>
<td>30.9%</td>
</tr>
<tr>
<td>Transparent</td>
<td>29.6%</td>
<td>25.5%</td>
</tr>
</tbody>
</table>
Q3: Please drag-and-drop the items into the box in order to rank the top five values that will be most important for the College’s success in the future.

Weighted Totals (see right)

<table>
<thead>
<tr>
<th>Value</th>
<th>Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Creative &amp; Innovative</td>
<td>770</td>
</tr>
<tr>
<td>Integrity</td>
<td>769</td>
</tr>
<tr>
<td>Committed &amp; Engaged</td>
<td>690</td>
</tr>
<tr>
<td>Collaborative</td>
<td>665</td>
</tr>
<tr>
<td>Respectful &amp; Collegial</td>
<td>626</td>
</tr>
<tr>
<td>Compassionate &amp; Humanistic</td>
<td>616</td>
</tr>
<tr>
<td>Accountable</td>
<td>542</td>
</tr>
<tr>
<td>Community-minded</td>
<td>519</td>
</tr>
<tr>
<td>Transparent</td>
<td>425</td>
</tr>
<tr>
<td>Diverse &amp; Inclusive</td>
<td>369</td>
</tr>
<tr>
<td>Equitable</td>
<td>240</td>
</tr>
</tbody>
</table>

Weighting Key

<table>
<thead>
<tr>
<th>Rank</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ranked 1&lt;sup&gt;st&lt;/sup&gt;</td>
<td>5 points</td>
</tr>
<tr>
<td>Ranked 2&lt;sup&gt;nd&lt;/sup&gt;</td>
<td>4 points</td>
</tr>
<tr>
<td>Ranked 3&lt;sup&gt;rd&lt;/sup&gt;</td>
<td>3 points</td>
</tr>
<tr>
<td>Ranked 4&lt;sup&gt;th&lt;/sup&gt;</td>
<td>2 points</td>
</tr>
<tr>
<td>Ranked 5&lt;sup&gt;th&lt;/sup&gt;</td>
<td>1 point</td>
</tr>
<tr>
<td>Not Ranked</td>
<td>0 points</td>
</tr>
</tbody>
</table>

By Constituency, Values Most Often Ranked in Top 3

<table>
<thead>
<tr>
<th>Core Faculty</th>
<th>Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Creative &amp; Innovative</td>
<td>37.2%</td>
</tr>
<tr>
<td>Respectful &amp; Collegial</td>
<td>30.8%</td>
</tr>
<tr>
<td>Community-minded</td>
<td>30.8%</td>
</tr>
<tr>
<td>Integrity</td>
<td>29.5%</td>
</tr>
<tr>
<td>Committed &amp; Engaged</td>
<td>28.2%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Staff</th>
<th>Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Integrity</td>
<td>37.1%</td>
</tr>
<tr>
<td>Collaborative</td>
<td>37.1%</td>
</tr>
<tr>
<td>Respectful &amp; Collegial</td>
<td>33.9%</td>
</tr>
<tr>
<td>Creative &amp; Innovative</td>
<td>32.3%</td>
</tr>
<tr>
<td>Committed &amp; Engaged</td>
<td>32.3%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Students &amp; Trainees</th>
<th>Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Creative &amp; Innovative</td>
<td>38.3%</td>
</tr>
<tr>
<td>Integrity</td>
<td>37.6%</td>
</tr>
<tr>
<td>Collaborative</td>
<td>37.6%</td>
</tr>
<tr>
<td>Committed &amp; Engaged</td>
<td>33.3%</td>
</tr>
<tr>
<td>Compassionate &amp; Humanistic</td>
<td>37.6%</td>
</tr>
<tr>
<td>Community-minded</td>
<td>31.9%</td>
</tr>
</tbody>
</table>
Q4: Please rate the following according to how strongly you would agree that each constitutes a current strength of the College of Medicine.

<table>
<thead>
<tr>
<th>Most Positive Responses</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>South Florida location</td>
<td>53.8%</td>
<td>30.3%</td>
</tr>
<tr>
<td>Quality of students</td>
<td>42.9%</td>
<td>37.4%</td>
</tr>
<tr>
<td>Quality of staff</td>
<td>40.0%</td>
<td>38.4%</td>
</tr>
<tr>
<td>Quality of faculty</td>
<td>34.8%</td>
<td>42.8%</td>
</tr>
<tr>
<td>MD program/curriculum</td>
<td>39.0%</td>
<td>37.1%</td>
</tr>
<tr>
<td>Student experience</td>
<td>36.1%</td>
<td>37.4%</td>
</tr>
<tr>
<td>Clinical affiliate faculty</td>
<td>33.1%</td>
<td>35.6%</td>
</tr>
<tr>
<td>Diversity of COM community</td>
<td>25.7%</td>
<td>36.9%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Most Negative Responses</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research infrastructure &amp; programs</td>
<td>10.0%</td>
<td>18.7%</td>
</tr>
<tr>
<td>Medical school identity &amp; visibility</td>
<td>4.6%</td>
<td>20.8%</td>
</tr>
<tr>
<td>Integration of education and research</td>
<td>4.8%</td>
<td>19.5%</td>
</tr>
<tr>
<td>University resources</td>
<td>5.2%</td>
<td>15.7%</td>
</tr>
<tr>
<td>Clinical practice opportunities</td>
<td>8.2%</td>
<td>11.7%</td>
</tr>
<tr>
<td>Residency programs</td>
<td>4.6%</td>
<td>11.2%</td>
</tr>
<tr>
<td>Sense of community within the College</td>
<td>4.3%</td>
<td>11.2%</td>
</tr>
<tr>
<td>Impact on local community</td>
<td>4.1%</td>
<td>11.1%</td>
</tr>
</tbody>
</table>
Q5a: In your view, over the next 10 years, what will be the greatest opportunity for the College of Medicine?

<table>
<thead>
<tr>
<th>Common Themes</th>
<th>Representative Responses</th>
</tr>
</thead>
</table>
| Expansion of GME / residency programs | • “Broaden the residency programs to include more specialties”  
                                      | • “Starting a Family Practice residency”  
                                      | • “Invest in new Fellowship programs”                                                 |
| Engage with the community            | • “ Truly become a resource for our community… build bridges into the community [via] practice plan, dynamic community events” |
| Improve brand / recognition          | • “Developing a world class reputation without the baggage of a long university history”  
                                      | • “Elevate visibility to significant national name recognition”                        |
| Establish clinical practice plan     | • “Establishing a strong FAU COM associated health system that provides quality healthcare to our community”  
                                      | • “Create a true FAU affiliated university teaching hospital”                           |
| Improve and expand research enterprise | • “Link between research and education”  
                                      | • “Local collaborations in research”                                                    |

Q5b: In your view, over the next 10 years, what will be the greatest challenge for the College of Medicine?

<table>
<thead>
<tr>
<th>Common Themes</th>
<th>Representative Responses</th>
</tr>
</thead>
</table>
| Financial challenges & fundraising   | • “Fundraising and financial aid”  
                                      | • “Attracting students to a school without a large endowment to fund scholarships”   |
| Regional competition (for students, clinical resources) | • “Competing for resources and quality students with other medical schools”  
                                      | • “Crowded marketplace”                                                              |
| Lack of clinical practice            | • “No clinical practice opportunities for incoming faculty”  
                                      | • “Lack of control over clinical environment for students”                           |
| Scarce research funding              | • “There is no reason we cannot become a small but formidable research institute, rivaling other Florida schools like U Miami and U Florida”  
                                      | • “Funding student research”                                                         |

V. Stakeholder Engagement Themes

Between focus groups and the survey, clear patterns emerged regarding perceived strengths and weaknesses, as well as the values most reflective of the COM’s current culture:
**Top Perceived Strengths:**
+ Quality of faculty, staff, and students
+ Innovative MD curriculum
+ Student experience
+ Diversity of COM community

**Top Perceived Weaknesses:**
+ Lack of clinical practice
+ Research infrastructure
+ COM identity & visibility
+ Integration of education & research

VI. Ongoing Initiatives

During the 22 focus groups sessions, several initiatives were identified that could be of immediate implementation. These are already ongoing:

a) Establishment of monthly “All Staff” meetings - meetings are structured to contain informational, professional development, and teambuilding activities, and have been ongoing since August 2017
b) Nomination of a Staff Ombudsperson
c) Regular meetings with the West Palm Beach VA to explore several collaborative initiatives

VII. Faculty Practice Plan Assessment Takeaways

As a part of its current strategic planning effort, the Charles E. Schmidt College of Medicine at Florida Atlantic University is considering how it might introduce new opportunities for its faculty to engage in clinical practice.

+ Since the College’s founding in 2011, many core faculty were recruited with promises of clinical practice options that have not manifested.
+ In the current state, some faculty practice in the student health center at FAU, others participate in limited and scattered clinical activity via ad hoc contractual arrangements. Faculty have faced administrative hurdles securing and clearing new clinical practice arrangements.
+ A well-designed faculty practice plan could:
  - Enhance faculty retention and recruitment and help faculty maintain clinical skills
  - Meet the needs of students and residents
  - Provide a needed service in the community and demonstrate the COM’s relevancy
  - Generate clinical revenue
  - Avoid the perception of competition with existing affiliates

Initial research suggests that the market for primary care providers in Palm Beach County is not saturated. This finding should be validated with a detailed market study.

+ Among the largest payors in the market, Cigna and Florida Blue are credentialing new primary care physicians in Palm Beach County and United and AvMed are not. (Aetna does not provide information)
  + Although United has closed primary care for the entire state of Florida, the COM has an existing MCA in place with United and could credential new primary care providers through United.
  + AvMed has closed panels in Palm Beach County in all specialties
+ The average wait time for a primary care new patient appointment was found to be 17 days. 7-10 days can be regarded as best practice. This suggests the market is not saturated.
One recent external study projects a 56% shortage in Family Practice physicians in 2025 in FL Medicaid Region 9, which includes Palm Beach County.

There is potential for other academic institutions to enter the market (Nova, NYU, UM), creating an imperative to move quickly.

The COM’s clinical practice plan may choose to brand itself as providing care to one or a few specific market segment(s). Importantly, this would not mean that the practice catered exclusively to a single market segment.

- **Senior Community**
  - “Healthy Aging” was a pillar of FAU’s 2015 university-wide strategic plan
  - Target Boca Raton’s aging population with primary care, geriatrics (a current strength of COM faculty)
  - Work with existing COM neurology / neurodegenerative disease clinic

- **Population not served by concierge medicine**
  - Many wealthy Palm Beach County residents rely on concierge medicine; many other residents cannot afford these services, however.
  - Demonstrable service to this population can serve the COM’s mission and foster positive relationship with its surround community

- **FAU Family**
  - FAU has over 3,000 academic and administrative staff members
  - A critical mass of FAU employees and their families could provide a strong foundation for a practice plan’s initial panel

FAU has some basic FPP functions in place. Further definition and development of these functions should be the focus for launching the FAU Practice Plan.
The College of Medicine has several key decisions to make before it can develop a detailed business plan.

+ **Strategic Partnerships**
  - The COM may choose to partner with an existing medical group
  - FAU could retain clinical revenue, while paying a management fee to the partner for practice management infrastructure.

+ **Clinical Faculty Development Plan**
  - The practice plan could include 3-4 FTE from 10-15 existing faculty, plus 2-3 “anchor” physicians and one or more nurse practitioner “extenders”.

+ **Primary Care / Specialty Breakdown**
  - The COM may choose to focus on primary care (including pediatrics and geriatrics) in the short term, and build out multi-specialty care over time.
  - This is closely linked to the strategic partner decision.

+ **Facilities and Location**
  - Locations on or near the FAU campus present opportunities and challenges.

**VIII. Values and Behaviors**

Here are some examples of desired behaviors:

- **Collaboration**: diminishing silos and sharing knowledge; drawing together unique perspectives and using multidisciplinary approaches in pursuit of a common goal; demonstrating accountability to build trust; cultivating clear communication; assuming positive intentions; promoting positive attitude.

- **Innovation**: embracing creativity, flexibility, proactivity, and originality in the pursuit of our vision and mission; willingness to persistently challenge the status quo; rewarding entrepreneurial spirit; leveraging speed and dexterity.

- **respect**: treating others as you would have them treat you; acknowledging and expressing appreciation for all levels of contribution; valuing and including people from all cultures and backgrounds; actively listening; displaying courtesy and consideration while being mindful of other’s perspectives; being aware of your own behaviors.

- **Compassion**: behaving in a caring, and empathic way towards our patients and ourselves; adopting verbal language and mannerisms that exemplify inclusion and warmth; considering your words and tone before communicating in any form; showing kindness and respecting privacy.

- **Lifelong Learning**: valuing scientific curiosity and a persistent drive for improvement; continually enhancing one’s knowledge, skills and behaviors; responding openly to new ideas and growth opportunities; promoting and sustaining learning opportunities.

- **Engagement**: creating an enthusiastic work environment; modeling curiosity, interest and optimism when completing daily activities; vesting in and taking pride in the college’s mission, while serving as a committed ambassador for the college; accepting personal and primary responsibility for your efforts and importance of the work you conduct for the college.