

**Mission –**

To be an internationally recognized dental school known for an innovative educational program, commitment to cultural diversity, discovery, transfer of scientific knowledge, the superior skills of our graduates, the highest degree of service, clinical excellence and the highest degree of patient care and service.

**Vision –**

To be internationally recognized as the leader in oral health, research, education, patient care and service.

**Values –**

These values help the college achieve its vision and mission.

Excellence ~ Collaboration ~ Compassion ~ Courtesy ~ Diversity ~  
Integrity ~ Professionalism



**We strive to:**

- Develop outstanding clinical, research and teaching professionals committed to lifelong learning.
- Discover, disseminate and apply knowledge in the oral health sciences.
- Provide and promote patient-centered clinical care and community service.
- Foster an environment that promotes communication, collaboration, cultural diversity, and internationalization, health and wellness and ensures further alignment of the college with UF's vision and mission.
- Maximize college resources to support mission the while emphasizing accountability and high performance.
- Promote a culture of continuous improvement.
- Embrace inter-professional research, patient care and education.
- Cultivate a humanistic environment.

**Strategic Opportunities:**

- Advance innovation in dental education to support quality dental education delivered in a more cost-effective manner.
- Develop branding for the college which highlights UFCD's research program, clinical and patient care programs along with an external communication plan which consistently communicates this branding and marketing.
- Through international, national, state and local community collaborations, promote strategies to improve access to dental care.
- Create a growing global awareness and migrate towards a global program to enhance the international reputation of the college, by further focusing the faculty, staff and students on a global vision, increasing the college's endeavors in global oral health issues and expanding existing international education programs with a goal of organizing existing and new ventures in global service, education and research.

# Goal

## Patient-centered Care

*Provide the highest quality, patient-centered, evidence-based oral health care for our patients and ensure a sufficient patient pool to support the educational needs of our students and residents.*

### Measures

- Patient satisfaction by department/clinic location
- Number of patient complaints by quarter and fiscal year, analyzed by department and clinic
- Number of patient visits by department/location/Care Groups
- Trends in the number of patient treatment plans completed by assigned student dentist

§ **Strategy:** Ensure delivery of the highest quality comprehensive care by promoting a culture of customer service through a college-wide customer service initiative and a philosophy of continuous improvement while maintaining a strong quality improvement program.

### Tactics

- Participate in the development of a hospitality/customer service training program in collaboration with UF Physicians, Shands and UF HR. (RP: Dean, Associate Dean for Clinical Affairs and Chief of Staff; Timeline: 2014)
- Finalize and implement the Faculty Clinical Credentialing policy for the college to assure compliance with all required standards (HIPAA, sedation, CPR, etc.). (RP: Associate Dean for Clinical Affairs and Manager, HR; Timeline: 2013)
- Implement quality improvement tools (patient tracking, internal referrals, etc.) available via AxiUm in all patient care centers. (RP: Associate Dean for Clinical Affairs, Director of SADS, and Chair of OMFS; Timeline: 2013)

§ **Strategy:** Establish a centralized patient access center for patient appointments in all Gainesville clinics, patient call backs/questions and operator services.

### Tactics

- Develop a plan to implement a Patient Access Center that includes defined objectives and outcomes, improves clinical productivity and patient access to appointments, and provides for better timeliness of service. (RP: Chief of Staff and Director of IT; Timeline: December 30, 2013)
- Determine software, equipment, space and personnel needs and develop budget for Access Center operations. (RP: Chief of Staff and Director of IT; Timeline: December 30, 2013)
- Utilize the expertise of the Jacksonville or Gainesville Access Centers to define protocols and set up an Access Center. (RP: Chief of Staff and Director of IT; Timeline: June 2014)
- Hire and train Access Center employees. (RP: Chief of Staff and Director of IT; Timeline: 2014)
- Develop internal and external communications to market Access Center. (RP: Director of Communications; Timeline: 2014)

§ **Strategy:** Promote interdisciplinary care model by improving communication between DMD program and specialty care.

### Tactics

- ✓ Streamline the referral process for care and develop a quality improvement process for monitoring interdisciplinary care. (RP: Associate Dean for Clinical Affairs, Director of SADS; Timeline: 2013 -- **COMPLETED**)
- Develop an interdisciplinary care conference to include Team Leaders. (RP: Associate Dean for Clinical Affairs, Director of SADS; Timeline: 2013)

# Goal

## Research

*Continue to grow and sustain our research mission with an emphasis on collaboration and a strong translational component.*

### Measures

- NIH/NIDCR rank for dental schools
- NIH/NIDCR rank for academic institutions
- Annual startup funds allocated
- Percent of fully-funded research effort by tenured/tenure-accruing faculty
- Direct and Indirect grant dollars/square foot of research space by investigator, dept, center
- Research dollars per faculty FTE assigned to research versus unfunded research FTE
- Faculty survey of research administrative support needs
- Total publications in peer-reviewed journals annually
- Number of UFCD faculty participating in research projects with PI's from other departments, colleges or universities or vice versa
- New grants submitted/funded by quarter and fiscal year
- Total extramural funding (federal, non-federal, other)

**Strategy:** Increase the success rate (number of applications funded/ submitted) of applications submitted for extramural funding.

### Tactics

- Recruit research-intensive faculty with a record of research application success, evidence of strong potential for research funding, and high potential to enhance/align with strategic research directions for the future. (RP: Dean, Associate Dean for Research and Research Committee; Timeline: 2014)
- Improve faculty development and mentoring in all areas related to clinical and basic research. (RP: Chairpersons; Timeline: 2013-2016)
- Strengthen productive collaborations with major initiatives on campus, including the CTSI, PRICE, Public Health and current ongoing research programs of faculty. (RP: Associate Dean for Research; Timeline: 2013-2014)
- Establish a structure to centralize grants management. (RP: Associate Dean for Research; Timeline: 2013)
- Compete for large targeted collaborative awards. (RP: Principle Investigators; Timeline: 2013-2016)
- Develop recommendations for allocation of resources to support research development activities. (RP: Principal investigators; Timeline: 2013)
- Pilot a grant editing system and pre-review proposals on an ad hoc basis. (RP: Associate Dean for Research; Timeline: 2013)

**Strategy:** Create and communicate new knowledge as well as educate and train academic scholars and clinicians at all levels.

### Tactics

- Sustain and grow the joint DMD/Ph.D. program to educate future clinician scientists. (RP: Curriculum Committee & Office of Education; Timeline: 2013-2014)
- Continue to emphasize the importance of research in the curriculum and as part of the lives of our students and residents. (RP: Associate Dean for Research; Timeline: 2013)
- Generate annual reports on scholarly activity from the Faculty Toolkit to include number of publications, presentations, board-certification, etc. for college faculty. (RP: Associate Dean for Faculty Affairs; Timeline: 2013)
- Continue to improve and enhance the dissemination of achievements of our Faculty through the Office of Research, Office of Faculty Affairs and Office of Communications. (RP: Associate Dean for Research, Associate Dean for Faculty Affairs and Director of Communications; Timeline: 2013-2016)

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**Strategy:** Strategically utilize the college's indirect cost dollars (IDCs) to expand and promote the research enterprise.

#### **Tactics**

- Develop a priority plan on how to use the college's IDCs and review with the dean annually. (RP: Associate Dean for Research; Timeline: 2013-2016)
- Develop a yearly budget for the use of college's IDCs based on continual tracking of the results of investments of IDCs in terms of extramural funding or other intangibles items or real enhancements to the college's research mission. (RP: Assistant Director, Office of Research; Timeline: Summer 2014)
- ✓ Develop a specific plan for the recruitment of research-intensive faculty that ensures the maintenance of core strengths of our college. (RP: Associate Dean for Research; Timeline: 2013 -- **COMPLETED**)

**Strategy:** In anticipation of faculty retirements, develop a plan to recruit a new director of clinical research for the College of Dentistry.

#### **Tactics**

- Diversify the clinical research portfolio. (RP: Associate Dean for Research; Timeline: 2013-2014)
- Maximize collaborations with Clinical and Translational Science Institute and PRICE. (RP: Associate Dean for Research; Timeline: 2013-2014)
- Provide faculty mentoring and support for clinical research. (RP: DCRU, PRICE and SADS; Timeline: 2013-2014)

# Goal

## DMD Program

Advance innovation in dental education providing the highest quality DMD education through a curriculum that prepares dental students to deliver outstanding general dentistry in a comprehensive, ethical, evidence-based, wellness-oriented and patient-centered manner to improve and maintain patient health.

### Measures

- DMD students' first time pass rate – NBDE Parts I and II
- DMD students' %pass rate on Florida licensure exam
- Proportion of classroom clock hours in evidence-based practice and critical thinking/active learning
- DMD student confidence in 20 clinical competencies upon graduation (senior survey) and compared to confidence after three years in practice (Alumni survey)
- First-time competency pass rate
- Student satisfaction (senior exit interviews)
- Number of DMD students accepted/applied to advanced education programs
- Alumni periodic survey
- Trends in number of student graduating with research honors
- Educational expenses and indebtedness for DMD students

**Strategy:** Ensure enhanced DMD student learning as measured by educational outcomes.

### Tactics

- ✓ Conduct alumni survey every six years (four consecutive classes three years after graduation). (RP: Associate Dean for Education; Timeline: 2013 -- **COMPLETED**)
- \$ ✓ Close the APGD Clinic at the conclusion of the Spring 2013 semester and implement “mini-APGDs” in care groups. (RP: Associate Dean for Clinical Affairs; Timeline: May 2013 -- **COMPLETED**)

**Strategy:** Ensure the implementation of a contemporary, health and wellness-oriented DMD curriculum that embodies the college-stated educational philosophy including clinically relevant, case-based instruction, evidence-based dental practice, application of critical thinking and active learning in the classroom, simulation laboratory, clinical learning environments and competency assessments and effectively interact with other health disciplines.

### Tactics

- Review proposed revisions in CODA Standards and update UFCD Competencies document while moving towards a “completed cases” requirement model. (RP: Chair of Curriculum Committee; Timeline: 2013)
- ✓ Make operational the *Compliance Assist!* software for accreditation self-study and site visit. (RP: Accreditation Self-Study Chair; Timeline: 2013 - **COMPLETED**)
- ✓ Initiate the DMD accreditation self-study process (RP: Accreditation Self-Study Chair; Timeline: Fall 2013 -- **COMPLETED**)
- Work with the HSC Office of Interprofessional Education to investigate potential partnerships between dentistry and other health professional schools to promote interdisciplinary health sciences education. (RP: Associate Dean for Education; Timeline: 2013)

- Complete the curriculum revision resulting in a curriculum that more closely simulates general clinical practice, promotes active learning, is patient-centered, supports interdisciplinary professional education and provides for earlier clinical experiences. (RP: Associate Dean for Education; Timeline: 2013)

**Strategy:** Introduce DMD student tracks including tracks for research, clinical investigators, public health, etc.

**Tactic**

- ✓ Develop and implement a public health track. (RP: Chair, Curriculum Committee; Timeline: 2013 -- **COMPLETED**)

**Strategy:** Increase the types of combined degrees offered by the college in the DMD program.

**Tactic**

- Develop plans for combined MBA, MHA, MPH and other degrees in combination with the DMD degree. (RP: Associate Dean for Education; Timeline: 2013)

**Strategy:** Create “team” dentistry learning experiences in DMD program by incorporating clinical training alongside dental office staff, assistants (four-handed dentistry), and hygienists.

**Tactic**

- Develop proposal to incorporate additional clinical training alongside dental office staff, assistants (four-handed dentistry), and hygienists. (RPs: Associate Dean for Clinical Affairs; Timeline: Fall 2013)

**Strategy:** Expand and refocus college Student Affairs Program to emphasize health and wellness.

**Tactic**

- ✓ Conduct initial phase planning for implementation of health and wellness-oriented DMD student affairs program. (RP: Associate Dean for Education & Director for Student and Multicultural Affairs, Timeline: 2013 -- **COMPLETED**)

# GOAL

## Advanced and Graduate Education Programs

*Promote the advancement and enrichment of interdisciplinary advanced and graduate education programs through the School of Advanced Dental Sciences.*

### Measures

- Enrollment trends in advanced and graduate programs (headcount, FTE)
- Specialty board pass rate for specialty programs
- Ratio of number advanced students accepted/ number applied to UFCD advanced programs
- Advanced education program yields
- Advanced education exit interviews
- Alumni periodic survey (3 and 5 years after graduation)

**Strategy:** Curriculum - Ensure the implementation of a contemporary curriculum including enhanced interdisciplinary didactic and clinical learning experiences.

### Tactics

- Review and revise current curriculum across programs for redundancies. (RP: Director of SADS; Timeline: 2013)
- ✓ Identify and develop new and contemporary courses to be taught across disciplines. (RP: Director of SADS; Timeline: 2013 -- **COMPLETED**)
- Initiate the accreditation self-study process. (RP: Director of SADS; Timeline: 2013)
- Investigate the feasibility and viability of a post-baccalaureate program. (RP: Director of SADS; Timeline: 2014)
- ✓ Develop distance learning opportunities. (RP: Director of SADS, Assistant Dean for Continuing Education; Timeline: 2013-2014 -- **COMPLETED**)
- Develop plans for a combined MBA, MHA, MPH and other degrees in combination with graduate education. (RP: Director of SADS; Timeline: 2013)
- ✓ Add two second-year AEGD residents at the Seminole program. (RP: AEGD Program Director; Timeline: July 2013 -- **COMPLETED**)

**Strategy:** Patient Care - Create interdisciplinary care model by improving communication between specialty clinics.

### Tactics

- Locate clinics in close proximity to one another. (RP: Director of SADS; Timeline: 2013 -- **COMPLETED**)
- Consolidate to one electronic chart. (RP: Director of SADS; Timeline: 2015 -- **COMPLETED**)
- Develop single database for patient images. (RP: Director of SADS; Timeline: 2013 -- **COMPLETED**)
- Deliver in-service education to staff. (RP: Director of SADS; Timeline: 2013)
- ✓ Develop procedures to move patients smoothly between clinics. (RP: Director of SADS; Timeline: 2013 -- **COMPLETED**)
- Develop interdisciplinary case conference. (RP: Director of SADS; Timeline: 2013 -- **COMPLETED**)

**Strategy:** Research - Promote interdisciplinary clinical translational research for Master of Science in Dentistry students.

**Tactics**

- Hire a clinical research manager to assist in clinical research. (RP: Director of SADS; Timeline: 2013)
- Hire a statistician to assist in project development. (RP: Director of SADS; Timeline: 2013)

**Strategy:** Revenues - Increase revenues in all clinics by changing mix of patients, enhanced marketing to target patient groups, maximizing utilization of clinic chairs.

**Tactics**

- \$ • Develop marketing plan for interdisciplinary care. (RP: Director of SADS; Timeline: 2013)
- \$ ✓ Develop prosthodontics/periodontology shared clinic to optimize clinical resources and achieve cost reductions through staff reductions and improved supply management. (RPs: Associate Dean for Clinical Affairs, Director of SADS, Program Directors; Timeline: Spring 2013 -- **COMPLETED**)
- ✓ Grow enrollment in the Executive Practice Management Certificate Program for Dentists. (RP: Assistant Dean, Continuing Education; Timeline: 2013 -- **COMPLETED**)
- ✓ Develop new CE programs (internships and fellowships) for international students. (RP: Director of SADS; Timeline: 2013 -- **COMPLETED**)
- Develop an off-book graduate program in Restorative Dental Sciences on Aesthetics in CAD Cam Dentistry. (RP: Chair, Restorative Dental Sciences; Timeline: 2013)
- \$ • Develop a residency program in Dental Materials. (RP: Chair, Restorative Dental Sciences; Timeline: 2015-2016)
- Implement evening clinics (Wed. evening) initially in Resident Orthodontics and Endodontics, and later in Clinic 1A once operational. (RP: Director of SADS, Program Directors of Orthodontics, Endodontics, Periodontics and Prosthodontics; Timeline: 2013)



# GOAL

## Resources: Finances, Facilities and People

*Grow and diversify college revenues in response to the changing model of support to professional education by the state of Florida, and reduce expenses to ensure adequate financial resources to support the tripartite mission of the College of Dentistry. Expand and renovate the Gainesville facility to reflect the quality of the College of Dentistry as a leading academic dental institution. Continuously monitor the organizational structure and improve the diversity and quality of the faculty, staff and students to create a more dynamic and rewarding work and educational environment.*

### Measures

- Trends in total revenue by source
- Trends in college expenses
- Total revenue/faculty FTE
- State revenue per student FTE
- Revenue per clinical faculty FTE % clinical faculty in clinical practice
- Clinical income revenue per student FTE
- Trends in giving (gifts, pledges, expectations)
- Percent alumni participation in annual fund giving
- DMD chair utilization, productivity by procedure codes, and clinical revenue by department/location/TEAM
- Total sq. ft. by use category (research, instruction, patient care and administration)
- \$ value of unmet needs/outstanding renovations
- Annual turnover rate for faculty and staff/analysis of reasons for leaving
- Annual demographic profile (number, percent) of faculty, staff and students in terms of age, race/ethnicity, gender and rank
- Number and percent of new women and URM salaried faculty and staff hired each fiscal year by race/ethnicity, gender and rank
- Estimated number of women and URM in faculty applicant pools
- Number and ratio of faculty tenured and/or promoted
- Faculty salary comparisons with peer institutions
- Staff salary comparisons with HSC
- Number of FEO's and sabbatical leaves applied for and completed

**Strategy:** Apply and obtain funding through the Medicaid Electronic Health Record (EHR) Incentive Program - "Meaningful Use."

### Tactics

- Apply for Year 1 Meaningful Use funding after successful execution of AxiUm upgrade contract. (RP: Director of Finance; Timeline: 2013)

**Strategy:** Increase clinical revenues in all clinics and improve related business functions.

### Tactics

- Ensure optimal utilization of clinical resources (chair utilization, optimal patient scheduling, etc.) including the implementation of restructured clinic hours including extending clinic hours. (RP: Associate Dean for Clinical Affairs; Timeline 2013)
- Explore impact of DMD student evaluation on clinical productivity as integral part of curriculum revision planning and particularly Restorative Dental Sciences. (RP: Associate Dean for Education, Chair, Restorative Dental Sciences; Timeline 2013)
- Increase participation in selected insurance plans. (RP: Director of Finance; Timeline: 2013)

- Apply best practices in financial and practice management to Faculty Practice to ensure that it supports the financial goals of the college and faculty. (RP: Director of SADS, Chair of Restorative Dental Sciences; Timeline: 2013)
- Ensure inclusion of dental services in the university's self-insurance plans. (RP: Dean; Timeline: 2013)
- Create a cost aware program for DMD students. (RP: Chair, Restorative Dental Sciences; Timeline: 2013)
- \$ • Implement standardized business practices (patient welcome, intake, checkout, etc.) to ensure the best possible patient experience and to improve the revenue cycle. (RP: Director of Finance; Timeline: 2013)
- \$ • Sunset "stale" (greater than six months old and not in progress) treatment plans through creation of a college policy. (RP: Directors of Business Office, Clinics and IT Manager; Timeline: 2013)
- Monitor faculty clinical revenue-> Place in faculty tool kit (RP: \_\_\_\_\_; Timeline: \_\_\_\_)

\$ **Strategy:** Expand marketing program for college services to support the academic mission.

**Tactics**

- Update marketing strategies document (while focusing marketing efforts toward private pay patients to change the payer mix) and fully implement no- and low-cost strategies. (RP: Director of Communications; Timeline: 2013)
- Evaluate and implement EasyMarkit (in AxiUm) if appropriate to aid marketing efforts and measurement of patient satisfaction. (RP: Associate Dean for Clinical Affairs and Director of Clinic Operations; Timeline: 2013-2014)
- Re-envision and market Faculty Practice as a world class patient care center. (RP: Dean; Timeline: 2014)
- Evaluate assignment time to encourage faculty practice (RP: \_\_\_\_\_; Timeline: \_\_\_\_)
- Hire faculty with clinical expertise (RP: \_\_\_\_\_; Timeline: \_\_\_\_)
- Evaluate the feasibility and benefits of a web-based appointment scheduling program for patients (RP: Director of IT; Timeline: 2015)

\$ **Strategy:** Expand centralized collection efforts to decrease accounts receivable and increase cash.

**Tactics**

- Establish centralized collection team, define best practices, investigate legal issues and develop standard protocol. (RP: Director of Finance; Timeline: 2013-2014)
- Identify target collection goal. (RP: Director of Finance; Timeline: 2013-2014)
- ✓ Coordinate activities with departments and collection agencies. (RP: Director of Finance; Timeline: 2013 -- **COMPLETED**)
- ✓ Expand iCOLL program by 1 FTE. (RP: Director of Business Office; Timeline: Spring 2013 -- **COMPLETED**)
- Develop standard, consistent reporting. (RP: Director of Finance; Timeline: 2013-2014)

**Strategy:** Reduce operating expenses by at least 1% and campaign for overhead relief.

**Tactics**

- \$ ✓ Reduce expenses for catering, furniture purchases and restrict travel. (RP: Director of Finance, Departmental chairpersons; Timeline: March 2013 -- **COMPLETED**)
- Investigate potential operating savings related to shared services in conjunction with university activities in this regard. (RP: Director of Finance; Timeline 2013-2014)

- ✓ Continue to evaluate and discuss the impact of RCM and assessed overhead on college finances with UF administration. (Dean, Director of Finance; Timeline: 2013 -- **COMPLETED**)
- \$ ✓ Implement select staff layoffs. (RP: Manager of HR; Timeline: Ongoing -- **COMPLETED**)
- \$ • Achieve salary savings through voluntary faculty retirements and FTE reductions. (RP: Manager of HR; Timeline: 2013-2014)

**Strategy:** Grow tuition revenues, including off-book programs and both on-site and online dental continuing education.

**Tactics**

- \$ ✓ Increase the class size by 10 self-funded (unsubsidized) DMD students per year for four years pending UF approval. (RP: Associate Dean for Education; Timeline: Fall 2013 -- **COMPLETED**)
- Increase tuition in the Hialeah IEDP AEGD program. (RP: Director of Community-Based Programs; Timeline: 2013-2014)

**Strategy:** Increase gifts and endowments to the college.

**Tactics**

- Expand relationships with corporations/foundations and promote gifts of real estate, stocks, and various types of planned giving. (RP: Dean and Senior Development Director; Timeline: 2013)
- Continue to increase the number of donors, percent participation and amount given annually by actively involving representatives from each class of dental alumni. (RP: Senior Development Director; Timeline: 2013)
- Develop a culture of stewardship for all donors and potential donors including students, nurturing them to take pride in their future role as alumni. (RP: Dean, Chairpersons and Senior Development Director; Timeline: 2013)
- Continue fundraising efforts for the new Periodontology/Prosthodontics graduate clinic located in Clinic 1A. (Senior Development Director and Chairpersons; Timeline 2013-2014)
- Initiate a “grateful patient” program. (RP: Senior Development Director; Timeline: 2013)

**Strategy:** Enhance extramural funding for cutting edge basic, translational and clinical research.

**Tactics**

- Expand relationships with corporations/foundations (RP: Chairpersons; Timeline: 2013)
- Continue to support seed and bridge funding for faculty with rigorous review and priority assigned to projects that have the highest likelihood of being supported by extramural funds. (RP: Associate Dean for Research; Timeline: 2013)
- Develop a comprehensive plan to allocate College IDCs and to target recruitment of research-intensive faculty. (RP: Associate Dean for Research; Timeline: 2013)
- Utilize the report of the research committee to develop a plan to improve research facilities in support of other research-oriented goals and strategies in the strategic plan. (RP: Associate Dean for Research; Timeline: 2013)
- Reduce the overall commitment of unfunded research FTE to ≤30% of Total FTE assignment to research. Efforts should also be made to maintain and increase the percentage of Funded Research to Tenured or Tenure-accruing FTE to ≥60% of Total T/TA FTE to research. (RP: Associate Dean for Research; Timeline: 2013)

**Strategy:** Initiate planning, fundraising and promotion for a new facility in the Health Science Center and renovation of the existing facility.

**Tactics**

- Institute a 5% facility fee for the new facility. (RP: Director of Finance; Timeline: 2014-2015)
- Utilize initial plans from the visioning exercise and feasibility study results to initiate fundraising for new facility and renovations of existing facility. (RP: Dean and Senior Development Director; Timeline: 2013)

**Strategy:** Recruit and retain the highest quality faculty and staff in the appropriate roles to support the college's mission.

**Tactics**

- Create departmental strategic plans outlining faculty and staff needs and aligned with college and academic health center strategic plans. (RP: Chairpersons; Timeline: 2013-2014)
- Provide time through appropriate faculty assignment and adequate resources for presentations of new knowledge at professional meetings and conferences. (RP: Chairpersons; Timeline: 2013-2014)
- Ensure that faculty assignments deploy faculty in support of the college missions and maximize utilization of faculty time through reductions in unfunded research assignment, adequate faculty development time and tracking of distributions as they relate to assignment. (RP: Director of Finance, Human Resources Manager, Chairpersons; Timeline: 2013-2014)

**Strategy:** Emphasize diversity in recruitment and retention of faculty, staff, and students.

**Tactics**

- Maximize outreach efforts that include advertising vacant positions in publications targeted to minorities and women, utilizing under-served groups/societies to assist with identifying potential candidates, and inviting under-represented minority prospects to guest lecture or visit the college. (RP: Manager, Human Resources; Timeline: 2013-2016)
- Target recruitment activities to undergraduate minority students by actively participating in UF multicultural events and visiting Florida's historically black colleges. (RP: Director, Student and Multicultural Affairs; Timeline: 2013-2016)

**Strategy:** Develop a fair and equitable compensation plan and/or improve the quality of work life promoting high quality and productive performance and rewarding excellence for both faculty and staff.

**Tactic**

- Develop a fair and equitable compensation plan in relationship to faculty assignment. (RP: Associate Dean for Faculty Affairs & Manager, Human Resources; Timeline: 2013-2014)

**Strategy:** Continue to improve and broaden the faculty mentoring system.

**Tactics**

- Rigorously assess the current mentoring program (for clinical and tenure-track assistant/associate professors) and its structure. (RP: Associate Dean for Faculty Affairs; Timeline: 2013)
- As part of changes to the current mentoring system, investigate the feasibility of clinical peer review. (RP: Associate Dean for Faculty Affairs; Timeline: 2013)