

Paul L. Foster School of Medicine

Strategic Plan 2021–2026

GOAL 1. Excellence in Academics

Objective: 1.1 Enhance and expand mission-focused student recruitment efforts. (Aligned with TTUHSCEP Objective 1.1: Enhance student recruitment and improve student success)

Strategies:

- 1.1.1 Implement an LCME-compliant enrollment expansion plan to reach 150 incoming students by AY 2026.
- 1.1.2 Enhance efforts to recruit outstanding medical students that meet the school's mission and diversity goals by increasing awareness of the school, its mission, and its unique educational program.

Objective: 1.2 Improve student success. (Aligned with TTUHSCEP Objective 1.1: Enhance student recruitment and improve student success)

Strategies:

- 1.2.1 Foster student success through proactive student services programming (Aligned with TTUHSCEP Strategy 1.1.5: Foster student success through proactive school-based success programs, i.e., leveling courses, academic counseling.)

Objective: 1.3 Promote student achievement through a commitment and dedication to continuous innovation in education and teaching. (Aligned with TTUHSCEP Objective 1.3: Promote student achievement through a commitment and dedication to continuous innovation in education and teaching.)

Strategies:

- 1.3.1 Conduct a phased review and implementation of the PLFSOM curriculum revision plan beginning AY 2021 and progressing to full implementation by AY 2026
- 1.3.2 Enhance faculty professional development opportunities with a focus on high-impact learning strategies, current teaching techniques, curriculum design, educational technology, and student-centered pedagogical approaches (Aligned with TTUHSCEP Strategy 1.3.2: Promote faculty development related to innovations in teaching through faculty development programs that are tailored to each school's needs)
- 1.3.3 Enhance student opportunities for student led research

Objective: 1.4 Prepare future health professionals for enhanced team-based care to improve health outcomes for individuals and the communities being served. (Aligned with TTUHSCEP Objective 1.4)

Strategies:

- 1.4.1 Integration of inter-professional education (IPE) into the curriculum of the medical school, including didactic, case-based, and simulation activities (Aligned with TTUHSCEP Strategy 1.4.1)
- 1.4.2 Enhance opportunities for IPE collaborative practice in authentic clinical and community settings (Aligned with TTUHSCEP Strategy 1.4.2)

GOAL 2. Excellence in Clinical Affairs

Objective: 2.1 Expand presence and programs

Strategies:

- 2.1.1 Expand the scope and reach of our clinical services

GOAL 3. Excellence in Research

Objective: 3.1 Provide an environment to advance excellence in basic, clinical, translational and population health research

Strategies:

- 3.1.1 Each department develops and submits a detailed 5 year research growth plan and budget with input from research leadership
- 3.1.2 Attract and retain outstanding faculty researchers with expertise in clinical, basic, translational, and population health that includes research start-up funds

Objective 3.2 Build a cohort of extramurally funded researchers

Strategies:

- 3.2.1 Increase the number of mid-level and senior investigators in all research areas to advance research program growth
- 3.2.2 Expand the Centers of Emphasis by including faculty with expertise from all schools

Objective 3.3 Develop a centralized research development core to facilitate research and scholarship among SOM faculty

Strategies:

- 3.3.1 Develop a collaboration to establish a Clinical and Translational Science Award (CTSA) Program hub
- 3.3.2 Research leadership to seek external funding to facilitate research program infrastructure development
- 3.3.3 Develop centralized expertise for research design, study development and implementation, survey design, data collection, management, analysis and regulatory guidance
- 3.3.4 Facilitate the use of clinic data from population health informatics and EMR health systems to improve the clinical and public health practice
- 3.3.5 Develop structured research mentoring and development program to create a multi-disciplinary cohort of early stage investigators
- 3.3.6 Expand the PLFSOM capabilities for large database research through participation in national data-science collaborative

GOAL 4. Excellence in Outreach and Engagement

Objective 4.1: Enhance PLFSOM's mission-based regional-to-global outreach and engagement

Strategies:

- 4.1.1 Increase engagement with regional educational partners
- 4.1.2 Increase engagement with public and community-based health service organizations
- 4.1.3: Enhance engagement with binational and global partners
- 4.1.4 Support PLFSOM student, faculty, and staff community engagement consistent with PLFSOM's mission and vision

Objective 4.2 Expand Community-Based Clinical Instruction

Strategies:

- 4.2.1 Align community-based faculty recruitment and retention with clinical instruction (UME)/training (GME)
- 4.2.2 Increase the systematic participation of community-based practices and sites in clinical instruction (UME)/training (GME)

GOAL 5. Excellence in Stewardship

Objective: 5.1 Promote PLFSOM brand awareness, and actively cultivate the school's opportunities for development

Strategies:

- 5.1.1 Collaborate with the TTUHSCEP Office of Institutional Advancement to increase philanthropic/private-source support for the medical school and foster lifelong relationships with key stakeholders.
- 5.1.2 Monitor and enhance brand awareness for the medical school

Objective 5.2 Ensure informed financial decision making

Strategies:

- 5.2.1 Ensure the medical school's leadership and Faculty Council are periodically informed of the school's financial status and priorities, and of anticipated financial challenges, and opportunities
- 5.2.2 Optimize the structure and utilization of medical student fees (based on the TTUHSCEP Global Fee Document/GFD)

Objective 5.3 Ensure adequate space to meet the needs of the medical school

Strategies:

- 5.3.1 Monitor and optimize the utilization of educational space resources to provide a safe, effective, and collaborative learning environment across the undergraduate and graduate medical education programs
- 5.3.2 Monitor and optimize the utilization of connectivity/conferencing resources to provide a safe, effective, and collaborative learning environment across the undergraduate and graduate medical education programs

Objective 5.4 Ensure adequate technology and information security needs are in place to support the mission of the institution

Strategies:

- 5.4.1 Coordinate IT platforms and software to promote systems integration and data integrity in support of the educational mission across UME and GME
- 5.4.2 Monitor and enhance IT security and data management related to PLFSOM programs/operations

GOAL 6. Excellence in Culture

Objective: 6.1 Recruit, develop, and retain highly qualified and diverse leaders, faculty and staff to fulfill the teaching, clinical service and scholarship missions of the school

Strategies:

- 6.1.1 Ensure adequate number of faculty and staff to support strategically identified academic areas
- 6.1.2 Invest in faculty and staff by providing professional development opportunities to support each person in reaching his/her greatest potential
- 6.1.3 Retain highly valued faculty and staff by implementing programs that recognize faculty and staff

Objective 6.2 Promote a culture of wellness

Strategies:

- 6.2.1 Create a work environment that supports healthy living and work-life-family balance
- 6.2.2 Develop and sustain ongoing educational programs related to wellness

Objective 6.3 Build a supportive, inclusive, and value-based culture where everyone in the campus community feels valued and thrives

Strategies:

- 6.3.1 Assess the work climate to identify strengths and opportunities to enhance the organizational culture
- 6.3.2 Reaffirm the school's commitment to a culture of collaboration and collegiality among leaders, faculty, staff, and learners