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School of Medicine

**UTRGV School of Medicine Strategic Plan
Scorecard and Progress Report, 2025-2027**

INNOVATIVE EDUCATION

Goal/Objective	Objectives	Outcome Measure(s)	Progress		
			Mid-Year	End of Year 2025	Status
Goal 1	Develop MD accelerated track program (3-year MD/residency).				
1.1	Conduct feasibility study for MD accelerated program, including the resources needed for the program.	a. Completion of the feasibility study by the end of AY 2024-2025	In Progress - Concern	Met Benchmark	■
		b. Obtain resources needed for the program prior to submitting for approval to UTRGV.	In Progress - Concern	In Progress - On Track	■
1.2	Develop curriculum scheme for 3-year MD program.	a. Completion of the curriculum scheme for accelerated MD program by the end of AY2024- 2025.	In Progress - Concern	Met Benchmark	■
		b. Obtain approval for curriculum as necessary prior to submitting proposal for approval to UTRGV.	In Progress - Concern	In Progress - On Track	■
1.3	Enhance professional identity formation by including a focus on professionalism in curricular design and assessment.	a. Approvals from Texas Higher Education Coordinating Board, LCME, SACCOC by the end of AY 2025-2026.	In Progress - Concern	In Progress - On Track	■
		b. Start program by AY 2026-2027.	In Progress - Concern	In Progress - On Track	■
Goal 2	Develop dual degree programs MD/MBA and MD/PhD programs.				
2.1	Perform feasibility study for dual degree program, including the resources needed for the program.	a. Completion of the feasibility study (concept paper) by the end of AY 2024-2025.	In Progress - On Track	Met Benchmark	■
		b. Obtain resources needed for the programs prior to submitting proposals for approval by UTRGV.	In Progress - On Track	In Progress - On Track	■
2.2	Provide a curriculum that integrates basic science and clinical education that prepares students to provide high quality, patient-centered care	a. Completion of the curriculum and proposals for the dual degree programs by AY 2025- 2026.	In Progress - Concern	In Progress - On Track	■
		b. Obtain approval for curriculum as necessary prior to submitting proposals for approval by UTRGV.	In Progress - On Track	In Progress - On Track	■
2.3	Obtain the necessary accreditation approvals.	a. Approvals from Texas higher education board, LCME, SACCOC by the end of AY2025-2026.	In Progress - Concern	In Progress - On Track	■
		b. Start dual degree programs by AY 2026-2027.	In Progress - Concern	In Progress - On Track	■

Goal/Objective	Objectives	Outcome Measure(s)	Progress		
			Mid-Year	End of Year 2025	Status
Goal 3	Enhance learner success				
3.1	Improve STEP 1 and 2 performances	a. STEP 1 (first attempt) pass rates +/- 2% national average.	In Progress - On Track	Met Benchmark	
		b. STEP 2 (first attempt) mean score +/- 2% national average.	In Progress - Concern	In Progress - Concern	
3.2	Increase cultural competency by developing Medical Spanish program for UME/GME (peer teaching, standardized patients in Spanish)	a. Implementation of Medical Spanish program AY2025-2026.	In Progress - On Track	In Progress - Concern	
		b. Track and report on success of Medical Spanish program by 2027.	In Progress - On Track	In Progress - Concern	
3.3	Implement longitudinal family medicine clerkship.	a. Begin readiness for Implementation of the clerkship by 2027.	In Progress - Concern	In Progress - Concern	
		b. Track and report on satisfaction with the clerkship after first year of implementation	In Progress - Concern	In Progress - On Track	
Goal 4	Enhance opportunity for Rio Grande Valley students to pursue MD Degree				
4.1	Conduct feasibility study to expand MD class size to 100 students.	a. Begin readiness for Implementation of the clerkship by 2027.	Met Benchmark	Met Benchmark	
4.2	Increase class size from 55 to 75 by the Fall of 2026	a. Begin readiness for Implementation of the clerkship by 2027.	In Progress - Concern	In Progress - On Track	
4.3	Increase the class size from 75 to 100 by the Fall of 2027.	a. Begin readiness for Implementation of the clerkship by 2027.	In Progress - Concern	In Progress - Concern	

LIFE CHANGING RESEARCH & DISCOVERIES

Goal/Objective	Objectives	Outcome Measure(s)	Progress		
			Mid-Year	End of Year 2025	Status
Goal 1	Strengthen and sustain the biomedical research workforce through mentoring, training and education.				
1.1	Provide more research training for faculty, postdocs and medical students.	a. UTRGV Research Enhancement will provide two yearly grant-related training sessions.	In Progress - On Track	Met Benchmark	
		b. SOM Research Office will provide two yearly grant-related training sessions.	In Progress - On Track	Met Benchmark	
		c. SOM Research Office in partnership with Faculty Affairs will provide an annual series on best practices in medical research.	Met Benchmark	Met Benchmark	
1.2	Track Research Trainings Offered	a. Track research training sessions through SOM Research Office, SOM Faculty Affairs and UTRGV Research Enhancement.	In Progress - On Track	Met Benchmark	
Goal 2	Increase the impact of biomedical and clinical research to improve health in the Rio Grande Valley and beyond.				
2.1	Create/enhance research infrastructure	a. Division of Research will assemble core equipment list.	In Progress - On Track	In Progress - On Track	
		b. Division of Research will identify research space usage.	In Progress - On Track	In Progress - On Track	
		c. Division of Research will launch iLabs campus wide.	In Progress - On Track	In Progress - On Track	
		d. Centrally house facilities and equipment list across SOM, dependent on information provided by departments/ISUs.	In Progress - On Track	In Progress - On Track	
2.2	Increase administrative support.	a. Increase proposal submissions each FY by 5% (ARGO dashboard).	In Progress - On Track	Met Benchmark	
		b. Increase the number of collaborative research projects with institutions external to UTRGV by 7% over three years.	Met Benchmark	Met Benchmark	
		c. Increase clinical research projects by 5% (ARGO Start form).	In Progress - On Track	In Progress - On Track	

Goal/Objective	Objectives	Outcome Measure(s)	Progress		
			Mid-Year	End of Year 2025	Status
Goal 3	Develop a PhD Program in Biomedical Science with disciplines in diabetes, cancer immunology, neuroscience and other disciplines designated by SOM.				
3.1	Perform feasibility study for graduate degree program and define the thematic disciplines, including identification of the resources needed for the program.	a. Completion of the feasibility study (concept paper) by the end of AY 2024-2025.	In Progress - On Track	In Progress - On Track	
		b. Obtain resources needed for the programs prior to submitting proposals for approval to UTRGV.	In Progress - On Track	In Progress - On Track	
3.2	Develop a detailed curriculum for the degree program and thematic disciplines.	a. Completion of the curriculum and proposals for the degree program by AY 2025-2026	In Progress - On Track	In Progress - On Track	
		b. Obtain approval for curriculum as necessary prior to submitting proposals for approval by UTRGV.	In Progress - On Track	In Progress - On Track	
3.3	Obtain the necessary accreditation approvals.	a. Approvals from Texas higher education board, LCME, SACCOC by the end of AY2025-2026.	In Progress - On Track	In Progress - On Track	
		b. Start degree program by AY 2026-2027.	In Progress - On Track	In Progress - On Track	

HIGH QUALITY PATIENT CENTERED CARE

Goal/Objective	Objectives	Outcome Measure(s)	Progress		
			Mid-Year	End of Year 2025	Status
Goal 1	Continue the growth of the UT Health RGV Clinical Enterprise to provide clinical services to the RGV and beyond				
1.1	Successfully open and operationalize the Cancer & Ambulatory Surgery Center of the future.	a. Ambulatory Surgery Center starts seeing patients in August 2025.	In Progress - On Track	Met Benchmark	
		b. Cancer Center to start seeing patients in August 2025.	In Progress - On Track	Met Benchmark	
1.2	Optimize patient care navigation process to support retention and growth of UTRGV patients that are eligible to stay in our specialist/ancillary network.	a. Define metrics, leveraging current and expanded data sources, and build dashboards to measure KPIs. Focus will be on financial (volumes, revenue integrity), employee engagement (voluntary turnover, 1st year of service turnover) and patient experience (patient survey results).	Met Benchmark	Met Benchmark	
		b. Analyze current referral patterns, establish a baseline and specify a goal to reduce referral leakage and outmigration.	In Progress - On Track	In Progress - On Track	
		c. Develop and establish a patient care navigation strategy to limit leakage outmigration while also improving the value of care. For example, limiting duplication of diagnostic studies or procedures.	In Progress - On Track	In Progress - Concern	
1.3	Map out clinical pathways for ambulatory services.	a. Integrate pathways into practice workflows to ensure accessibility and utilization. For example, drop down referral options in EMR.	In Progress - On Track	Met Benchmark	
		b. Improve outcomes with evidence-based, standardized care, also leading to consistency of care, lowered costs of care and improved patient satisfaction.	In Progress - On Track	In Progress - On Track	
		c. Track and trend key clinical metrics, including but not limited to SSEs (serious safety events), SSIs (surgical site infections), hospital transfer rate, wrong site/side/patient/etc.	In Progress - On Track	Met Benchmark	
1.4	Define a sustainable growth strategy to support the ambulatory footprint	a. Develop strategies for community engagement to add and services not currently offered by UT Health RGV network.	In Progress - On Track	In Progress - On Track	
		b. Define a marketing strategy for the ambulatory footprint.	In Progress - On Track	In Progress - On Track	
		c. Build a comprehensive business development plan for continued growth of the ambulatory footprint.	In Progress - On Track	In Progress - On Track	

Goal/Objective	Objectives	Outcome Measure(s)	Progress		
			Mid-Year	End of Year 2025	Status
Goal 2	Establish a comprehensive primary care model to support UT Health RGV.				
2.1	Operationalize a comprehensive strategy to grow primary care, ensuring it supports and feeds into specialty care.	a. Review and prioritize recommended strategies provided by consultants..	In Progress - Concern	In Progress - Concern	
		b. Coordinate strategic alignment of the current UT Health RGV sites.	In Progress - Concern	In Progress - Concern	
		C Improve care coordination to support and strengthen specialty care. For example, pipeline of future Diabetes Center of Excellence, etc.	In Progress - On Track	In Progress - On Track	
Goal 3	Enhance clinical excellence through ongoing improvements at UT Health RGV.				
3.1	Develop and implement a service excellence program to enhance patient experience across UT Health RGV sites.	a. Develop a patient relations program across all sites by 2025	In Progress - On Track	In Progress - On Track	
		b. Establish a mechanism for capturing and addressing patient complaints, patient experience and process variances across all sites (also a requirement for ASC accreditation).	In Progress - On Track	Met Benchmark	
		c. Continue to monitor and improve key Patient Satisfaction metrics (scheduling ease, patient wait times, reception, nursing staff, clinical providers, ancillary services, and Google reviews).	In Progress - On Track	In Progress - On Track	
		d. Implement industry proven practices shown to support enhanced patient experience, ie, leader rounding, enhanced communication relating to wait times, etc.	In Progress - On Track	Met Benchmark	
3.2	Improve access to care by specializing in a Patient Communication Center.	a. Explore communication tools for improving provider/clinic/patient communication and scheduling, including the potential use of AI as a supplement to enhance the patient experience.	In Progress - On Track	In Progress - On Track	
		b. Ensure access to industry standard tools such as autodial support, text reminders, two-way messaging and the utilization of MyChart to support ease of access and options for patients.	In Progress - Concern	In Progress - On Track	
		c. Track and trend key KPIs to ensure performance meets industry standards.	In Progress - On Track	In Progress - On Track	
		d. Establish a dedicated group of stakeholders responsible for overseeing and improving the patient communication center. This group will regularly evaluate performance metrics, identify barriers, and implement strategies to ensure that this essential function meets or exceeds industry benchmarks	In Progress - Concern	In Progress - On Track	

Goal/Objective	Objectives	Outcome Measure(s)	Progress		
			Mid-Year	End of Year 2025	Status
3.3	Implement specialized marketing efforts targeting patients and the community to emphasize the benefits of academic medical practice.	a. Develop, implement and measure success of marketing tactics for raising awareness among patients and external community about the value of academic medicine by 2027 (includes digital and social media campaign elements).	In Progress - On Track	In Progress - On Track	
		b. By 2027, continue to raise brand awareness in the community about the services and benefits offered by UT Health RGV as the leader of academic medicine in the Rio Grande Valley.	In Progress - On Track	In Progress - On Track	
		c. Explore potential co-branding opportunities with hospital partnerships, also supporting the value of academic medicine, including the improvement to patient outcomes.	In Progress - Concern	In Progress - On Track	
Goal 4	Develop a sustainable inpatient, acute care solution in support of our mission of transforming the health of the Rio Grande Valley and beyond.				
4.1	Conduct a review of current hospital affiliations for maximizing opportunities for UT Health RGV and School of Medicine.	a. Complete review of current hospital affiliations, assessing strengths and weaknesses of existing relationships.	Met Benchmark	Met Benchmark	
		b. Assess, extend or develop relationships that support the mission of the medical school.	Met Benchmark	Met Benchmark	
		c. For relationships that remain, consider expanding services in support of ongoing strategies of UT Health RGV	In Progress - On Track	Met Benchmark	
4.2	Explore new inpatient solutions that support the mission of medical school.	a. Vet potential partnerships/potential affiliate hospitals for future expansion and/or pursuit of a joint-venture hospital.	In Progress - On Track	In Progress - On Track	
		b. Through an investigative due diligence process, develop a recommendation to move forward to be presented to the Board of Regents.	In Progress - On Track	In Progress - On Track	

SERVING OUR COMMUNITY



Goal/Objective	Objectives	Outcome Measure(s)	Progress		
			Mid-Year	End of Year 2025	Status
Goal 1		Expand and strengthen community partnerships and collaboration to ensure alignment of health education, service and research efforts with community needs.			
1.1	Increase awareness and communication between the Medical School and the Community.	a. By Fall 2025, establish an application process to create a membership registry to create formal ways for community members to partner with SOM to provide input and learn about ongoing research, healthcare, or educational initiatives.	In Progress - On Track	In Progress - Concern	
		b. By Spring 2026, develop an online portal or platform that highlights community engagement activities, research findings, and available services.	In Progress - On Track	In Progress - On Track	
		c. By Spring 2026, develop a robust dissemination plan for clinical innovation and research findings, ensuring that results are shared with the community in accessible and actionable formats (e.g., town halls, local media).	In Progress - On Track	On hold/ Not Active	
		d. By Fall 2026, faculty affairs should offer training on how to handle media inquiries and presentations, acting as subject matter experts.	Met Benchmark	Met Benchmark	
1.2	To ensure accountability and sustainability in community programs diverse forms of funding must be secured to support long-term community engagement outcomes.	a. Secure long-term funding through grants, partnerships, and fundraising initiatives for community-oriented programs.	In Progress - On Track	In Progress - On Track	
		b. Continued funding is available for the Student Run Clinic, Uni Movil and AHEC clinics.	In Progress - On Track	In Progress - Concern	
		c. By Fall 2026, implement a system for evaluating the impact of new and existing community engagement initiatives, using community input and data to guide improvements and ensure accountability.	In Progress - On Track	In Progress - On Track	

Goal/Objective	Objectives	Outcome Measure(s)	Progress		
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1.3	Foster Community-Based Participatory Research (CBPR).	a. By end of Spring 2025, • Develop a targeted recruitment plan to attract faculty with expertise in population health, epidemiology, and biostatistics, focusing on individuals with a strong record of accomplishment in health equity, social determinants of health, and community based research. • Establish interdepartmental contractual arrangements and guidelines to support population health faculty, staff and graduate research assistants to provide biostatistical and epidemiologic support for research projects and programs that involve clinical or health data	In Progress - Concern	In Progress - On Track	
		b. Foster the maintenance of and leverage community member registry and advisory boards to inform the design and implementation of research projects that directly address community health disparities informed by a community action plan drafted by Fall of 2025	In Progress - Concern	In Progress - On Track	
		c. Over the strategic plan cycle, increase opportunities for medical students and faculty to take part in community-based participatory research (CBPR) projects.	In Progress - Concern	On hold/ Not Active	
		d. Over the strategic plan cycle, use our continuing medical education (CME) office to develop programs that focus on community health issues and research priority areas, targeting both health professionals, community health workers and local trusted messengers.	In Progress - On Track	Met Benchmark	
Goal 2	Keep existing, and foster the development of, pipeline programs for medical school enrollment from the RGV communities.				
2.1	Develop new partnerships to leverage an integrated team representative of the SOM strengths in education, clinical and research programs and community-based organizations and stakeholders to sustain and develop new pipeline programs and evaluate their effectiveness over the strategic plan cycle.	a. Collaborate with existing med-highs and other health professions schools in the RGV to ensure academic and career readiness.	In Progress - Concern	In Progress - Concern	
		b. Provide frequent and timely programmatic informational sessions for students, faculty, and parents such as financial planning, campus tours and application assistance.	Met Benchmark	Met Benchmark	

Goal/Objective	Objectives	Outcome Measure(s)	Progress		
			Mid-Year	End of Year 2025	Status
2.1	Develop new partnerships to leverage an integrated team representative of the SOM strengths in education, clinical and research programs and community-based organizations and stakeholders to sustain and develop new pipeline programs and evaluate their effectiveness over the strategic plan cycle.	c. Add staff to support the development and ensure sustainability of pipeline programs.	In Progress - On Track	In Progress - On Track	<div style="width: 50%;"></div>
		d. Set up metrics to monitor the performance of pipeline programs.	In Progress - On Track	In Progress - On Track	<div style="width: 50%;"></div>
Goal 3	Leverage and further develop the Area Health Education Centers (AHEC) Program and clinics to build service-learning pathways to promote clinical care, education, and research beneficial to rural and underserved communities.				
3.1	Expand clinical care, education and research to rural and underserved communities of the Rio Grande Valley.	a. Increase community capacity and accessibility for medical care by assigning SOM clinicians to provide clinical care and teach clinical skills in the AHEC clinics.	In Progress - On Track	In Progress - On Track	<div style="width: 50%;"></div>
		b. Integrate medical observation and shadowing experiences for Year 1 and Year 2 medical students in AHEC programs and clinics.	In Progress - On Track	In Progress - On Track	<div style="width: 50%;"></div>
		c. Add sessions in Clinical Skills courses to provide students opportunities to practice clinical skills in the AHEC clinics.	In Progress - On Track	In Progress - On Track	<div style="width: 50%;"></div>
		d. AHEC leadership and UTRGV SOM researchers will collaborate to develop and adopt a framework for conducting research and recruiting participants in the AHEC communities to ensure they have opportunities to participate and benefit from ongoing research.	In Progress - On Track	In Progress - On Track	<div style="width: 50%;"></div>

Goal/Objective	Objectives	Outcome Measure(s)	Progress		
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Goal 3	Leverage and further develop the Area Health Education Centers (AHEC) Program and clinics to build service-learning pathways to promote clinical care, education, and research beneficial to rural and underserved communities.				
4.1	Enhance cultural competency and understanding of border health issues through curriculum development, experiential learning opportunities, and Spanish language proficiency.	a. By September 1, 2025, the Dean will establish a diverse workgroup of key stakeholders including community members that have applied through membership registry, leaders, policymakers and state and federal health partners to ensure feasibility, relevance and propose an implementation and evaluation plan (August 31, 2026) for successful implementation of border health curriculum.	In Progress - On Track	In Progress - On Track	
		b. By August 31, 2027, the School of Medicine will Integrate border health, social determinants of health, cultural competency into curriculum and continuing medical education (with final decision by the curriculum committee on any curriculum changes).	In Progress - On Track	In Progress - On Track	
4.2	The School of Medicine will foster binational collaborative research and clinical initiatives to address cross-border health challenges and disparities for underserved populations along the TX-MX border.	a. By 2026, the SOM will finalize at least 2 binational institutional agreements to establish student and faculty exchange programs with medical and public health institutions along the TX-MX border to enable cross-border training and knowledge exchange.	Not Active	Not Active	
		b. By 2026, the SOM will establish partnerships with Mexican universities and health agencies to collaborate on research initiatives addressing mutual health concerns to secure funding and increase the number of peer-reviewed publications on border health topics.	Not Active	Not Active	
		c. By 2028, the SOM will launch at least one binational program in education or research with each of the participating institutions.	Not Active	Not Active	
		d. By 2028, the SOM will implement clinical care protocols designed to address language barriers, cultural competencies, and border health risks prevalent in the border health region.	Not Active	Not Active	

SUSTAINABILITY & A CULTURE OF ENTREPRENEURSHIP

Goal/Objective	Objectives	Outcome Measure(s)	Progress		
			Mid-Year	End of Year 2025	Status
Goal 1	Maximize use of resources and grow revenues to sustain and advance the mission of the School of Medicine.				
1.1	Culture of Accountability and Ownership: Define, communicate, and measure performance across missions.	a. Define and measure metrics and financial targets at multiple levels (ISU/departments, divisions, individuals) on an annual basis.	Met Benchmark	Met Benchmark	
		b. Provide tools for leaders to evaluate performance against metrics and financial targets on a scheduled or annual basis.	Met Benchmark	Met Benchmark	
1.2	Align revenue mix with progressive trend in academic medical centers to increase sustainability of the SOM.	a. Growth in UT Health RGV clinical revenue and hospital contract revenues, increasing 25% annually year-over-year, beginning at 30% from 30% in 2024 to up to 70% by 2027 as a percentage of total SOM revenue.	In Progress - Concern	On hold/ Not Active	
		b. Expand class size by at least 25% per year or as decided under feasibility study.	In Progress - Concern	In Progress - Concern	
Goal 2	Foster Innovation and Entrepreneurship by implementing and promoting solutions to support our tripartite missions.				
2.1	Develop infrastructure and define a route to foster innovation, commercialization and the protection of intellectual property rights.	a. Map out the pathway for protection of intellectual property by 2026.	In Progress - Concern	In Progress - Concern	
		b. Operationalize and communicate a pathway for commercialization by 2027.	In Progress - Concern	In Progress - Concern	
2.2	Improve organizational and operational infrastructure by streamlining procedures using cutting-edge technology and modern principles of business administration.	a. Launch Artificial Intelligence (AI) by 2025.	In Progress - On Track	Met Benchmark	
		b. Establish pathways for awareness and access to AI tools for students, faculty, and staff for applications across clinical research and education missions by 2027.	In Progress - On Track	In Progress - On Track	
		c. Learn thinking by establishing a supporting element, governance group, internal consulting group by 2026.	Not Active	Not Active	

Goal/Objective	Objectives	Outcome Measure(s)	Progress		
			Mid-Year	End of Year 2025	Status
Goal 3	Promote a People-First Culture.				
3.1	Promote a culture of mutual respect and teamwork.	a. Develop and implement an ad hoc committee on culture by 2025.	Met Benchmark	Met Benchmark	
		b. Develop and implement an ad hoc committee on culture by 2025.	In Progress - On Track	In Progress - On Track	
		c. Define opportunities to improve employee engagement by 2025.	Not Active	Not Active	
3.2	Continue to attract and retain the right people to deliver on our unique mission.	a. Reduce the rate of voluntary employee turnover each year.	In Progress - On Track	In Progress - On Track	
		b. Participate in the employee satisfaction climate surveys conducted by the university; and use SOM data from the survey planned for 2026 to develop action plans for improvements.	In Progress - On Track	In Progress - On Track	
		c. Enhance the number of faculty members progressing toward promotion and career advancement each year.	Met Benchmark	Met Benchmark	
		d. Develop a recognition platform for teammates to acknowledge each other for their work, support, partnership, etc.	In Progress - On Track	In Progress - On Track	