

UTRGV School of Podiatric Medicine Strategic Plan 2023-2028

Planning Process

In June 2023, the University of Texas Rio Grande Valley (UTRGV) School of Podiatric Medicine undertook a strategic planning process to assess its progress since its establishment in 2020. The primary objective of the 2023 strategic plan was to refine the school's vision, mission, goals, and objectives for the next five years while considering the broader context of podiatric medical education. The strategic planning session in 2023 involved various stakeholders, including SOPM administrators, faculty, staff, students, community faculty, physicians, and other individuals with an interest in the community. Building upon the ideas generated during the initial strategic planning workshop held on February 8, 2020, which involved podiatrists from three different states, community partners, and SOM leaders, the session aimed to analyze the strengths, needs, opportunities, and threats associated with establishing the School of Podiatric Medicine. With the University's mission, vision, and goals in mind, the group collaborated to develop and reassess the vision, mission, values, goals, and performance metrics for the SOPM. This resulted in a revised five-year plan spanning from the academic year 2023 to 2028. The plan focuses on five key themes: education, research, service, clinical enterprise, and leadership. Detailed roadmaps for each theme will guide the implementation of this plan and aid in achieving its goals. By engaging in this strategic planning process, UTRGV's School of Podiatric Medicine aims to enhance its direction and meet the evolving needs of podiatric medical education in the years ahead.

Vision:

To be the global leader in podiatric medicine integrating education, research, and service; inspiring and advancing the practice while transcending inter-professional and geographic boundaries.

Mission:

The UTRGV SOPM will foster student success by inspiring, educating, and developing a diverse compassionate student body fully prepared for podiatric residency training, becoming dedicated Podiatric Physicians, Research Scientists, Public Health Professionals, and Educators.

CORE VALUES:

- **Compassion:** compassion is to show empathy, sympathy, and understanding for people who are suffering.
- **Humility:** humility is the ability to be modest about one's importance or rank.
- **Integrity:** integrity is doing what's right at all times, the purity of intention.
- **Accountability:** accountability is holding ourselves and those around us to the highest standard while enduring responsibility to serve.
- **Engagement:** engagement is the energy, passion, and time one devotes to participate and commit to accomplishing a common goal.
- **Collaboration:** collaboration is contributing and sharing skills and talent in a group that shares a common goal embodying the trust and respect of others.
- **Inclusive:** inclusiveness is the ability to be comprehensive of others, including age, ethnic group, gender, race, and other beliefs.
- **Tolerance:** tolerance is the ability and willingness to tolerate something, in particular, the existence of opinions or behavior that one does not agree with.
- **Cultural Awareness/ Cultural Sensitivity:** cultural awareness is the commitment to improving health outcomes and reducing health disparities of at-risk populations through community and population-based interventions.
- **Openness:** openness is the ability to be transparent and keep trust, respect, and confidence among all to avoid conflicts

Innovative Outcomes Driven Education

Goal 1: UTRGV SOPM will develop and maintain a CPME-accredited forward-thinking podiatric medical education program that graduates physicians well-prepared for podiatric residency training and dedicated to practicing evidence-based, patient-centered podiatric medicine and surgery in any setting.

Objective 1.1. *SOPM will achieve an innovative academically sound curriculum, which is competency-driven and evidence-based and achieves its programmatic and student outcomes, consistent with the requirements of the Council on Podiatric Medical Education.*

Strategies:

- a. Establish the SOPM Curriculum Committee (SPMCC) responsible for the curriculum design, management, and evaluation ensuring the effectiveness of each course, and reflecting its mission, goals, and educational objectives.
- b. Design modules, courses, lessons, and assessments with expected outcomes in mind and work backward to create learning activities, evaluations, and assessments.
- c. Formulate the goals and objectives for every module, course, lesson, and assessment that leads to successful curricular and program outcomes.
- d. Develop a curriculum map that aligns the SOPM's core competency domains, program learning goals, and learning objectives for each module.

- e. Create assessment methods and mechanisms to accomplish objectives.
- f. Evaluate assessment methods and mechanisms to accomplish objectives.
- g. Measure and support student's academic progress in acquiring knowledge, skills, and behaviors set forth in the SOPM competency domains.
- h. Design Learning Experiences and Instructions utilizing the prerequisite knowledge and skills that students need to perform effectively and achieve desired results.
- i. Timeline: August 2022- ongoing.

Outcomes:

- a. SOPM graduates will pass the national boards of podiatric medical examiners/APMLE Part 1 examination with an overall pass rate above the national average (At least 90 %).
- b. SOPM graduates will pass the national boards of podiatric medical examiners APMLE Part 2 examination and CSPE with an overall pass rate above the national average. (At least 90 %).
- c. SOPM will graduate at least 90% of matriculated students.
- d. 100% of SOPM graduates will pass the clinical competency exam CSPE.
- e. SOPM will place 100% of eligible graduates (successful APMLE pass rates of graduates) in a CPME-approved residency program.
- f. SOPM will graduate students that have the necessary knowledge skills and attitudes to complete a podiatric residency program.
- g. 100% curriculum mapping of each course's learning objectives to the appropriate CPME competencies and program objectives.
- h. Attrition, remediation, retention, leave of absences will be below the national average.

Objective 1.2. *The SOPM curriculum will prepare students for post-graduate residency training and will achieve 100 percent residency placement and graduation rates.*

Strategies:

- a. SOPM faculty will identify and incorporate the knowledge, skills, attitudes, and behaviors that podiatric medical students are expected to attain before graduation in preparation for residency training.
- b. SOPM faculty will utilize what students should know, understand, and perform before graduation in preparation for residency training.
- c. SOPM faculty will design evidence-based pre-clinical and clinical learning experiences with the prerequisite knowledge, skills, and behaviors that students need to effectively perform and achieve desired results.
- d. Design learning experiences to develop students' clinical skills through hands-on labs and clinical rotations through evidence-based medicine.
- e. Design learning experiences to develop students' professionalism through pre-clinical didactics, inter-professional education activities, and clinical rotations.
- f. Maintain a curriculum that competently addresses basic and clinical science concepts through the application of problem-based learning.
- g. Maintain a competency-based curriculum that incorporates research-supported practices, and fosters cultural competency, inclusivity, and diversity.

- h. Maintain a competency-based curriculum that promotes critical thinking skills needed in the delivery of quality patient care in the inpatient and outpatient settings.
- i. Create a space plan to ensure classrooms, labs, faculty offices, learning resources, skill centers, and study spaces are available for SOPM students three months before classes.
- j. Timeline: August 2022- ongoing

Outcomes:

- a. SOPM will place 100% of eligible graduates (successful APMLE pass rates of graduates) in a CPME-approved residency program.
- b. 100 percent of eligible graduates from the SOPM will graduate from a CPME-approved residency program.
- c. SOPM will graduate students that have the necessary knowledge, skills, and attitudes to complete a podiatric residency program. SOPM will graduate at least 90% of matriculated students.
- d. SOPM graduates will pass the national boards of podiatric medical examiners'/APMLE Part 1 examination with an overall pass rate above the national average. (At least 90 %)
- e. SOPM graduates will pass the national boards of podiatric medical examiners' APMLE Part 2 examination and clinical skills performance exam (CSPE) with an overall pass rate above the national average. (At least 90 %).
- f. 100% passing rate on objective structural clinical examination (OSCE) and clinical rotation assessments.
- g. 100% passing rate on OSCE and the Health Systems Science (HSS) module which includes measurements on ethics, social determinants of health, cultural sensitivity, and diversity.
- h. 100% of SOPM graduates will pass the clinical competency exam CSPE.
- i. 95% of students will successfully pass or remediate each module and clerkship module.
- j. Evidence of space plan, equipment, and supplies for student learning and 90 percent student satisfaction rate.

Objective 1.3. *The SOPM will provide a comprehensive assessment plan with detailed processes and procedures to assess the overall effectiveness of the SOPM and its DPM program to ensure the achievement of its programmatic and student learning outcomes by August 2023.*

Strategies:

- a. Establish the SOPM Assessment Team, under the purview of the associate dean of academic affairs, consisting of the director of clinical education, SOPM program coordinator/department chair, the medical education evaluation and assessment manager, and the chair of the curriculum committee, design and analyze assessment and evaluative processes, procedures, and data collection ensuring the successful achievement of its programmatic curricular outcomes.
- b. Develop and implement a 360-degree curricular evaluation process where the SPMCC reviews the effectiveness of each course against the stated learning objectives and makes certain the educational process keeps the mission, goals, and objectives tied to outcomes and that the attainment of these outcomes is documented by evidence.

- c. Design and implement a multidimensional, reflective, and collaborative assessment process that employs community of interest participation, timely student and faculty feedback, a reliable data-gathering process, validated evaluative tools, quantitative and qualitative data analysis, and implementation of the assessment findings and conclusions.
- d. Establish a process for collecting a variety of outcome data, including national norms of accomplishment to demonstrate the extent to which medical students are achieving medical education program objectives and to enhance medical education program quality.
- e. Design and implement assessment and evaluation processes and documents of courses and modules in the SOPM curriculum including problem-based learning and labs, as well as student, faculty, and peer evaluations.
- f. Design and implement assessment and evaluation processes and documentation of clerkships and externships in the SOPM including student, faculty, and peer evaluations.
- g. Develop admissions processes and procedures that will collect and track preadmissions data including MCAT, GPA, in-state/out-of state residency, under-represented groups in medicine, additional degrees, and admission outcomes including matriculated students who graduate, matriculated students who graduate in 4 years, yearly attrition rates, number of students going on leave of absence, number of student failing a course (or incomplete), number of students repeating a course (students repeating years), number of students dismissed or withdrawn, professional concerns, students matching/not matching, and residency programs graduates.
- h. Timeline: August 2022- ongoing.

Outcomes:

- a. SOPM will submit a comprehensive assessment plan to CPME in August of 2023.
- b. SOPM will submit assessment and evaluative processes, procedures, and tools to CPME in August of 2023.
- c. Produce assessment and evaluation processes and documentation of courses and modules in the SOPM curriculum including problem-based learning and labs, as well as student, faculty, and peer evaluations and submit to CPME by August 2023.
- d. Produce assessment and evaluation processes and documentation of clerkships and externships in the SOPM including student, faculty, and peer evaluations and submit to CPME by August 2023.
- e. SOPM will produce verifiable documentation of assessment processes and procedures including team and committee members, meeting minutes, and analysis reports by August 2023.

Objective 1.4. The SOPM will deliver clinical education and experiences (Clerkships) by completing and implementing a clinical curriculum and will acquire affiliation agreements with clinical sites and faculty for approximately 10 clinical rotations by April 2024.

Strategies:

- a. Create the podiatric clinical education program (Clerkships) by aligning the CPME core competency domains, program learning goals, and clerkship rotation's learning objectives.
- b. Formulate expected competency-based outcome measures for clinical rotations.

- c. Identify clinical sites through professional and individual contacts.
- d. Schedule planning meetings with representatives of potential clinical sites.
- e. Coordinate and facilitate the appropriateness of each clinical rotation site with clinical faculty.
- f. Create affiliation agreements with clinical sites and community health clinics that consider both parties' policies and procedures.
- g. Design and incorporate OSCE's and History and Physical examinations as assessment tools for clerkship years.
- h. Design and incorporate Shelf Exams as assessment tools for clerkship years at the completion of each rotation.
- i. Select or create assessment and evaluation tools to assess knowledge, skills, and values.
- j. Recruit clinical faculty for clinical sites.
- k. Create a faculty development program for clinical faculty to orient the clinical faculty to the goals, learning objectives, didactics, and assessment methods for the core clinical rotations, electives, and selectives. ~~rotations clerkship.~~
- l. Timeline: January 2023-ongoing.

Outcomes:

- a. 100 % clerkship rotation syllabi created aligning the CPME core competency domains, learning objectives, and outcomes measures.
- b. A clerkship manual produced with the evidence of goals, competencies, objectives, assessments, and competency-based outcome measures and submitted to CPME by August 30, 2023.
- c. 10 clinical rotations identified and selected (5 podiatric and 5 non-podiatric clinical rotations) ~~achieved~~ between March 2023 and April 2024.
- d. Five scheduled meetings with preceptors of clinical rotations between July 2023 – Dec. 2023 recorded by meeting minutes.
- e. Director of clinical education meets and creates an affiliation with one clinical site or community health clinic per month that considers both parties' policies and procedures .
- f. 100% of the cohort receive OSCE's with 70% History and Physical Examinations scores to pass OSCE: 100% cohort passing.
- g. 100% of the cohort receives a 70% score on the Shelf Exams.
- h. Produce assessment and evaluation processes and documentation of clerkships and externships in the SOPM including student, faculty, and peer evaluations submitted to CPME by August 2023.
- i. Produce evidence of 15 podiatric faculty and 15 MD/DO faculty onboarded between March of 2023 and April of 2024.
- j. Produce evidence of a development program for the clinical faculty to orient them to the goals, learning objectives, and assessment methods for the core, elective, and selective clerkship rotations completed by 100%t of the clinical faculty by June of 2024.
- k. Evidence of space plan, equipment, and supplies for student learning and 90%student satisfaction rate.

Objective 1.5. *The SOPM will achieve better student and programmatic outcomes by implementing creative, innovative methods for education design and delivery.*

Strategies:

- a. Identify and utilize innovative technology to create, maintain and improve curriculum design and delivery in the current generation of learners.
- b. Implement the utilization of Altus One 45 Curriculum and Assessment program to allow innovative techniques for the design, revision, and monitoring of curriculum content, curriculum mapping, and evaluation design.
- c. Implement a data analytics process to analyze and interpret assessment and evaluative data for curriculum improvement.
- d. Develop and implement interactive learning sessions such as popup quizzes, Kahoot, and Nero Port Think-Pair-Share.
- e. Develop and implement an innovative anatomy lab consisting of virtual lower extremity dissection and surgical labs, via an anatomage table, hologram technology, and plastinate-based anatomy delivery, to implement more hands-on interactive tools.
- f. Develop and Implement an innovative gait lab with 3-D motion capture to enhance educational and research opportunities for students and faculty.
- g. Implement a two-year clinical skills longitudinal module with OSCE assessment, simulation-based clinical care, and standardized patients clinical skills training, managed by Simulation IQ.
- h. Implement clinically based didactic lectures, problem-based learning, competency-based clinical skills development, lower anatomy dissection, and surgical labs, flipped classrooms, and journal clubs allowing students to engage students in active learning.
- i. Timeline: August 2022-ongoing.

Outcomes:

- a. SOPM graduates will pass the national boards of podiatric medical examiners/APMLE Part 1 examination with an overall pass rate above the national average. (At least 90 %)
- b. SOPM graduates will pass the national boards of podiatric medical examiners APMLE Part 2 examination and CSPE with an overall pass rate above the national average. (At least 90 %)
- c. SOPM will graduate at least 90% of matriculated students.
- d. 100% of SOPM graduates will pass the clinical competency exam CSPE.
- e. SOPM will place 100% of eligible graduates (successful APMLE pass rates of graduates) in a CPME-approved residency program.
- f. Produce evidence of utilization Altus One 45 Curriculum and Assessment program innovative techniques for the design, revision, and monitoring of curriculum content, curriculum mapping, and evaluation design by December of 2023.
- g. Produce evidence of a data analytics process to analyze and interpret assessment and evaluative data for curriculum improvement by January 2023.
- h. Produce evidence such as popup quizzes, Kahoot, and Nero Port Think-Pair-Share by December of 2023.
- i. Full functioning innovative anatomy lab consisting of virtual lower extremity dissection and surgical labs, via an anatomage table, hologram technology, and plastinate-based anatomy delivery, to implement more hands-on interactive tools by December 2023.
- j. Full functioning innovative gait lab with 3-D motion capture to enhance educational and research opportunities for students and faculty by December of 2023.

- k. Fully functioning two-year clinical skills longitudinal module with OSCE assessment, simulation-based clinical care, and standardized patients clinical skills training, managed by Simulation IQ by December of 2023.
- l. 90% satisfaction rate on course and faculty evaluations for clinically based didactic lectures, problem-based learning, competency-based clinical skills development, lower anatomy dissection and surgical labs, flipped classrooms, and journal clubs allowing students to engage students in active learning.

Objective 1.6 *The SOPM will achieve CPME provisional status accreditation by April of 2024 and full accreditation by 2026.*

Strategies:

- a. Establish Continuous Quality Improvement (CQI) processes and procedures that fosters an environment where the UTRGV SOPM engages in a continuous and intentional process aimed at supporting educational program improvement, contributing to positive outcomes during accreditation review, and meeting the Council of Podiatric Medical Education (CPME) accreditation requirements.
- b. Engages in ongoing planning and continuous quality improvement processes that establish short and long-term programmatic goals, result in the achievement of measurable outcomes used to improve programmatic quality and ensure effective monitoring of the medical education program's compliance with accreditation standards.
- c. Identify and maintain the individuals and groups with responsibility for evaluating and improving components of the podiatric medical education program, especially those associated with ensuring the SOPM meets CPME requirements.
- d. Under the Office of Academic Affairs, the associate dean for academic affairs will enact continuous quality improvement efforts related to the educational mission of the school, including coordinating and leading the assessment team, self-study steering committee and strategic planning committee aimed at supporting educational program improvement, contributing to positive outcomes during accreditation review, and meeting the Council of Podiatric Medical Education (CPME) accreditation requirements.
- e. Establish the **Self Study Steering Committee**: Chaired by the Associate Dean of Academic Affairs, the self-study steering committee has oversight in monitoring compliance with CPME Standards, setting accreditation-related priorities, obtaining progress reports from relevant stakeholders on compliance with, or improvement plans related to CPME Standards.
- f. Collaborate with the Office of Institutional Accreditation, Program Development and Analysis (OIA) which oversees Continuous Quality Improvement efforts related to the educational mission of the school and standards compliance with the Council of Podiatric Medical Education (CPME), the Southern Association of Colleges and Schools, Commission on Colleges' (SACSCOC) and the Texas Higher Education Coordinating Board

Outcomes:

- a. SOPM will achieve CPME Provisional Accreditation in February 2024.
- b. SOPM will achieve CPME Full Accreditation by May 2026.

Goal 2: UTRGV SOPM will develop and nurture a culture of learning through the acquisition of highly qualified students and faculty in an environment conducive for self-exploration and growth to ensure learner, faculty, and staff success.

Objective 2.1. The SOPM will generate a pool of 300+ applicants by May 31st of each year to ensure 40 well qualified, diverse, and compassionate students that will matriculate by July 1st.

Strategies:

- a. Establish a workgroup of administrators, faculty, staff, and students to develop implement and assess designs policies and procedures to assist in the recruitment and retention of qualified students.
- b. Establish an admissions process that aligns with the institutional mission, educational design, and comprehensive support of the school.
- c. Implement holistic review and enrollment management process aims to link an applicant's experiences, attributes, and achievements to student success in the program and the school's fulfillment of its mission.
- d. Establish an SOPM admission's committee, through its enrollment management system and Progress IQ, a will provides near real-time student academic progress tracking, empowering the faculty and deans to track student academic progress, from admissions through graduation, licensing examinations, and post-graduate training predicting future metrics for prospective students.
- e. Maintain and improve recruitment initiatives by, creating marketing video, providing additional on-site visual aid, campus visits and tours, and utilization of social media.
- f. Collaborate with the university marketing teams to create a dynamic, informative webpage on the mission and curriculum of UTRGV SOPM. This webpage will also educate potential health professional students on the role of podiatric physicians in the medical profession.
- g. Utilize Texas' application service for the medical, dental, osteopathic, and veterinary professions, TMDSAS, to increase applicant awareness through several venues including newsletters, Texas Association of Advisors Health Professions (TAAHP) podcasts, Inside Health Education Hub, Texas Health Education Services (TXHES), and Joint Application Medical Program (JAMP).
- h. Initiate the Vaqueros DPM Program is a Pre-Podiatric Medicine Early Assurance Program (EAP) that began spring 2023 at the UTRGV SOPM to increase the number of South Texas high-achieving students who enroll at UTRGV through their undergraduate program directly into the UTRGV SOPM.
- i. August 2022- ongoing

Outcomes:

- a. 300 applicants and 40 matriculated students every year beginning in the 2023-2024 academic year. Maintain 80% retention of accepted students through matriculation.

- b. Produce evidence of a workgroup of number of 2 administrators, 5 faculty, 2 staff, and 1 student to develop implement and assess designs policies and procedures to assist in the recruitment and retention of qualified students by December of 2023.
- c. Produce evidence of admissions policies and procedures by August of 2023.
- d. Produce evidence of admission's committee progress in tracking student academic progress, from admissions through graduation, licensing examinations, and post-graduate training predicting future metrics for prospective students by December of 2026.
- e. Produce one recruitment video annually, two on site campus open house visits annually, and 500 social media posts and engagements annually.
- f. 10 Vaqueros DPM program applicants and 4 candidates matriculated in Class of 3031 and thereafter.

Objective 2.2. *The SOPM will attain 40 well qualified students annually through recruitment and retention that will graduate and become successful residents, podiatrists, clinicians, and surgeons.*

Strategies

- a. SOPM will initiate, maintain and improve recruitment initiatives by: creating marketing video, providing additional on-site visual aid, campus visits and tours, and utilization of social media.
- b. SOPM will collaborate with the university marketing teams to create a dynamic, informative webpage on the mission and curriculum of UTRGV SOPM. This webpage will also educate potential health professional students on the role of podiatric physicians in the medical profession.
- c. Utilize Texas' application service for the medical, dental, osteopathic, and veterinary professions, TMDSAS, to increase applicant awareness through several venues including newsletters, Texas Association of Advisors Health Professions (TAAHP) podcasts, Inside Health Education Hub, Texas Health Education Services (TXHES), and Joint Application Medical Program (JAMP).
- d. Initiate the Vaqueros DPM Program, a Pre-Podiatric Medicine Early Assurance Program (EAP) that began spring 2023 at the UTRGV SOPM, to increase the number of South Texas high-achieving students who enroll at UTRGV through their undergraduate program directly into the UTRGV SOPM
- e. SOPM will educate health advisors at universities and colleges through in-person and virtual presentations to increase awareness of podiatric medicine as a healthcare discipline, like medicine, dentistry, and osteopathic medicine.
- f. SOPM will create a dynamic, informative mobile podiatric medicine exhibit for UTRGV that will be utilized for recruiting at universities/colleges, health career fairs, and other recruitment opportunities.
- g. SOPM will recruit underrepresented minority groups in medicine by visiting Hispanic serving institutions and historic black colleges and universities.
- h. Maintain and improve retention initiatives by incorporating a comprehensive assessment plan to ensure student success and the attainment of programmatic and student outcomes (See Above: Objective 1.3)

Outcomes:

- a. 40 matriculated SOPM students yearly beginning the 2023-2024 academic year.
- b. Produce evidence of admissions committee's progress in tracking student academic progress, from admissions through graduation, licensing examinations, and post-graduate training predicting future metrics for prospective students by December of 2026.
- c. Produce one recruitment video annually, two on site campus open house visits annually, and 500 social media posts and engagements annually.
- d. 10 Vaqueros DPM program applicants and 4 candidates matriculated in Class of 3031 and thereafter.
- e. Produce evidence of yearly at least 20 college visitation sites, fairs, and college counselors' engagements yearly.

Objective 2.3. SOPM will build and complete a functioning academic advising unit which will assist UTRGV SOPM students to be successful beginning the 2024-2025 academic year.

Strategies:

- a. The Office of Student Affairs will establish and implement the processes, procedures and staffing needs for a functioning student advising center.
- b. OSA will establish and implement the goals and objectives of the academic advisors based on SOPM needs and the student population.
- c. OSA will design and implement advising resources and tools to support academic advisors with their mission.
- d. Office of Admissions will perform longitudinal analysis at the end of every term period to help evaluate the performance, progress, and suitability of students over time and share with OSA.
- e. Office of Admissions, Assessment team and OSA will establish evaluative criteria that aligns with the goals and competencies required for podiatric medical students to include academic performance, clinical skills, professionalism, communication, teamwork, and other relevant factors through regression analysis.
- f. Timeline: 2024-2025

Outcomes:

- a. Produce evidence of an academic counseling/advising manual outlining policies and procedures for a fully functioning academic advising center by January 2024.
- b. Produce evidence of a needs assessment/feasibility study detailing the goals, objectives, evaluative measures, desired outcomes, and resources for a functioning academic counseling and advising center by January 2024.
- c. Produce evidence of advising resources and tools to support academic advisors with their mission by January 2024.
- d. Evidence of student performance longitudinal analysis reports yearly beginning in 2023.

Objective 2.4. SOPM will build and implement a functioning networking strategy that will bridge at least 25 percent of SOPM students with local and state physicians beginning the 2024-2025 academic year.

Strategies:

- a. OSA will Identify local and state podiatrists willing to participate in the bridge career advising program and will develop a communication plan to establish relationships.
- b. OSA will identify which UTRGV SOPM students will participate in the bridge program or when would they start career advising.
- c. SOPM will host program physicians at the school and introduce students to them.
- d. Establish employer relations to develop MOUs with agreeing physicians.
- e. OSA will develop a student schedule and time frame for meetings with their physician advisor.

Outcomes:

- a. 25 local and state podiatrists to participate in the program by the 2024-2025 academic year.
- b. 25 SOPM students to participate by the 2024-2025 academic year.
- c. Two physician student events annually beginning in the 2024-2025 academic year.
- d. Evidence of a student schedule template by the summer of 2024.

Objective 2.5. *SOPM will hire an onsite counselor (full or part-time) in collaboration with the UTRGV Counseling Center for the 2023-2024 academic year.*

Strategies:

- a. Consult with Human Resources to determine an appropriate salary for a counselor.
- b. Negotiate and coordinate with UTRGV to hire a counselor on-site.
- c. Create a safe space for counselor and student interactions.

Outcomes:

- a. The counselor will be on-site at the SOPM for the 2023-2024 academic year.

Objective 2.6. *SOPM will build and acquire facilities and resources to enrich the students learning experience while developing campus culture.*

Strategies:

- a. Build and provide a student lounge that will allow the students' space to disengage from the rigors of the curriculum.
- b. Build and provide a recreational center that would include a gym and game room.
- c. Build and provide a multi-purpose room that would include a movie projector, karaoke machine, and events.
- d. Acquire and provide accessible food service for students. (Food carts, etc.)
- e. Acquire and provide a library with podiatric medicine resources (books, software, Z space stations, study rooms).

Outcomes:

- a. Evidence of a student lounge that will allow the students space to disengage from the rigors of the curriculum by December 2023. Students end of year survey. Goal of 4 or above means. (70% utilization)
- b. Evidence of a recreational center that would include a gym and game room by the summer of 2025. (Students end of year survey score of 4+ out of 5 indicate 70% utilization of center)
- c. Evidence of a multi-purpose room that would include a movie projector, karaoke machine, and events by the summer of 2025. (Students end of year survey score of 4+ out of 5 indicate 70% utilization of center)
- d. Evidence of accessible food service for students by summer of 2024. (Students end of year survey score of 4+ out of 5 indicate 70% utilization of center)
- e. Evidence of library with podiatric medicine resources (books, software, Z space stations, study rooms) by summer of 2024. (Students end of year survey score of 4+ out of 5 indicate 70% utilization of center)

Objective 2.7. SOPM will build a support system structure to ensure student retention.

Strategies:

- a. The OSA will complete programs that promote awareness and engagement for student support services within the UTRGV locations that include but are not limited to wellness, mental health counseling, academic advising, student involvement, diversity, and inclusion.
- b. OSA will establish and implement academic advising services.
- c. The department chair will establish a mentoring plan and assign faculty mentors to students.
- d. The medical education evaluation and assessment manager will establish student panels for curriculum expectations and the beginning of each module.
- e. Timeline: August 2022- ongoing.

Outcomes:

- a. OSA will hold at least two awareness events per semester beginning in the 2023-2024 academic year. (Students end of year survey score of 4+ out of 5 indicate satisfaction)
- b. OSA will establish and implement academic advising services beginning in the 2023-2024 academic year. The number of students utilizing and, students end of year survey score of 4+ out of 5 indicate satisfaction.)
- c. The department chair will assign faculty mentors to students beginning in the 2022-2023 academic year. 100% faculty participation and proficiency with Progress IQ platform; 100 percent student-faculty interaction.
- d. 50% or greater student attendance of the student panels in person or virtual beginning in the 2023-2024 academic year.

Goal 3: UTRGV SOPM will foster and promote academic and clinical teaching excellence in serving the SOPM educational mission.

Objective 3.1. The SOPM will acquire highly qualified faculty and staff to deliver quality educational programs by implementing rigorous recruitment, hiring, and retention practices and methods.

Strategies:

- a. The SOPM administration will design and implement a faculty recruitment marketing plan which includes word-of-mouth referrals, advertising in professional journals, (PM news, APMA News), letters to professional societies ACFAS, ACPM, AAPSM, residency, and fellowship program directors.
- b. Create a relocation marketing video of the RGV.
- c. Provide Incentives (relocation and housing subsidies), and advertising of promotion and tenure track.
- d. Timeline: August 2023- ongoing.

Outcomes

- a. Evidence of a marketing plan by April 2024.
- b. Relocation video by December 2024.
- c. 16 FTE faculty by December 2023.
- d. 20 FTE faculty by December 2024.
- e. 24 FTE faculty by December 2025.

Objective 3.2. SOPM will attract, acquire and maintain a well-diversified and highly qualified faculty and staff with the knowledge, skills, and abilities necessary to observe, teach and mentor prospective graduates of the School of Podiatric Medicine.

Strategies:

- a. The administration will develop a recruitment package to attract and maintain a well-diversified faculty and staff.
- b. Create and enforce faculty development training in bilingual medical communication and translation, professional development.
- c. Maintain diversity, equity, and inclusion (DEI) in hiring practices.
- d. Timeline: August 2022- ongoing.

Outcomes:

- a. The number of recruits and the number of qualified faculty hired ratio 2:1.
- b. 100 % of faculty participation in training. Peer mentoring including bilingual mentoring.

- c. 100 % of faculty participation in DEI training, and peer mentoring which will include bilingual mentoring and cross-subspecialty training.

Objective 3.3 *SOPM will achieve excellence in teaching by designing clinical faculty development programs to support faculty as clinical educators.*

Strategies:

- a. Invest and maintain faculty resources and sufficient staff who are readily available to support SOPM.
- b. Develop and implement a comprehensive faculty orientation and faculty development program that will contribute to retention and faculty satisfaction with the work environment.
- c. Develop and implement a School of Podiatric Medicine fellowship to create podiatric academicians.
- d. Timeline August 2023-ongoing.

Outcomes:

- a. 100% of faculty participation in faculty development activities, such as successful completion of a master teaching course, and certificate course on curriculum design teaching and learning beginning the 2023-2024 academic year.
- b. 100% of faculty participation in orientation and faculty development; assessed feedback from faculty survey with 100% completion. Beginning in the 2023-2024 academic year.
- c. Create two fellowships per academic year beginning the 2026 academic year.

Objective 3.4. *The Office of Academic Affairs will develop, implement, and maintain faculty educational program opportunities that specialize in podiatric -specific programs.*

Strategies:

- a. Develop and provide faculty development programs specific to clinical skills, PBLs, curriculum design, learning objectives, and assessment principles.
- b. Develop an associate dean lecture series- curriculum design and assessment, resolving conflict.
- c. Develop Continuing Medical Education (CME) courses with American College of Podiatric Medicine(ACPM)-March-Metric-partial/full-day weekends.
- d. Establish a calendar with upcoming available faculty development programs to assist faculty with prioritization of development programs.
- e. Provide in-person, virtual, and recorded options by partnering with ongoing university programs in addition to internally developed programs.
- f. Timeline: August 2023- ongoing.

Outcomes:

- a. One educational program specific to clinical skills, PBLs, curriculum design, learning objectives, and assessment principles yearly beginning in the 2023-2024 academic year; 85% faculty participation.
- b. One associate dean lecture series-resolving conflict yearly beginning in the 2023-2024 academic year; 85% faculty participation.
- c. One CME course with ACPM yearly beginning in 2024; Engagement 85% from faculty participation.
- d. 100% compliance by faculty for a minimum of three hours per year.

Research

Goal 1: UTRGV SOPM will engage in medical and clinical research to advance knowledge for the good of society, to improve the health of people of the RGV, the state of Texas, and beyond, while providing a strong foundation that furthers the art and science of podiatric medicine and surgery.

Objective 1.1. *SOPM faculty will create and support opportunities for students interested in engaging in all levels of research.*

Strategies:

- a. Incorporate research principles, methodology, and critical appraisal in lectures, laboratory, and clinical applications in the curriculum of the knowledge of the approach to research ethics, research methodology, and pertinent principles and skills necessary to engage in the development of scholarly activity in the Health System Science (HSS) module.
- b. Create and provide opportunities for early participation in scholarly research by regularly updating social media, the SOPM webpage, and monthly newsletter.
- c. Develop a SOPM research program for summer and longitudinal. (Work study, stipends).
- d. Purchase a Touch Digital poster with a media player and showcase completed poster presentations by SOPM students to inspire others to participate in research.
- e. Timeline: August 2022- ongoing.

Outcomes:

- a. 100 % pass rate in Health Systems Science.
- b. 10% of SOPM students will apply; 5% of students will be accepted to participate.
- c. The number of abstracts, posters and oral presentations increase annually.
- d. 15% of students will be engaged in research by the end of the third year.
- e. Summer research program: 10% of students will apply; 5% participation (four from two cohorts); 5% growth annually for the first 5 years.

Objective 1.2. SOPM will develop faculty who are active in research and scholarly activity and maximize those faculty members who have the desire to engage in research and scholarly activity.

Strategies:

- a. Provide opportunities to develop research skills through faculty development programs provided by the Division of Research.
- b. Protect research time for those faculty members with research awards corresponding to their research FTE efforts.
- c. Provide readily available resources for faculty and students under UTRGV /SOPM and through research symposiums.
- d. Protect time and effort involved in intra/inter and extra-institutional scholarly activities.
- e. Timeline: August 2022- ongoing.

Outcomes:

- a. 50% of faculty will submit research proposals.
- b. FTE and Research must match grant awards. 1:1
- c. Matching effort and awards. Attendance by 50% of faculty and students.
- d. 30 institutional scholarly activities and 30 external scholarly activities.

Objective 1.3. Build research services and training programs for students, residents, fellows, and faculty enhancing academic and clinical knowledge.

Strategies:

- a. Engage and collaborate with existing UT System and other public universities, and South Texas Diabetes and Obesity Institute (STDOI) researchers to establish and provide research services and training to students and faculty.
- b. Hire an assistant dean by AY 24/25 to manage the Center of Excellence and promote research.
- c. Implement faculty and student training by partnering with the Office of Sponsored Programs on how to develop research and grant opportunities.
- d. Timeline: 2024.

Outcomes:

- a. Maintain active and create research projects with STDOI and Neuroscience Institute for studies of genomics, diabetic foot, and foot manifestations of neurological diseases and biomechanics. One program is starting in Fall 2024.
- b. Assistant dean of research hired by AY 2024-2025.
- c. Track training and attendance at the training. 100%

Objective 1.4. *Attain and maintain an active podiatric research program in biomechanics, diabetic foot, foot and ankle surgery, anatomy, and education.*

Strategies:

- a. Maintain and support faculty members who are active in research and scholarly activity in Biomechanics, sports performance, and motor dysfunction.
- b. Evaluate and analyze current biomechanical principles and maintain evidence-based research projects.
- c. Establish and maintain a gait lab with appropriate research models of normal and abnormal pathology and pre-and postoperative gait analysis for research translation.
- d. Foster partnerships with thought leaders and industry in biomechanical and other related disciplines.
- e. Maintain and support faculty members who are active in diabetic foot research and scholarly activity as well as foster relationships with other medical institutions related to desired research.
- f. Evaluate and analyze current diabetic foot research and establish projects.
- g. Foster relationships with STDOI in diabetic foot research projects (i.e., infection, neuroinflammation, bone pathology).
- h. Support faculty members who are active in research and scholarly activity in foot and ankle surgery in addition to supporting their partners in industry in foot and ankle surgery research and innovation.
- i. Support anatomy faculty members in the following areas: research projects, scholarly activity, and education.
- j. Timeline: 2024-ongoing.

Outcomes:

- a. Submit research manuscripts, research proposals, research grants, and poster presentations at academic conferences as indicated by the research director. 25% faculty
- b. Annually assess research proposals with STDOI as indicated by the research director.

Objective 1.5. *Increase endowments and financial support for growth and sustainability.*

Strategies:

- a. Engage industry to support research labs.
- b. Share research activities with the community through social media accounts, press releases, and newsletters. In addition, provide a QR code of ongoing research activities in career fairs/recruitment fairs to prospective students.
- c. Create fund-raising activities to develop a fund for student research.
- d. Timeline 2023-ongoing.

Outcomes:

- a. One donor per SOPM research lab beginning in AY 2023-2024.
- b. The number of colleagues identified, qualified, cultivated, and solicited increased annually; number of social media engagements increased annually beginning in 2024.
- c. Two million dollars raised by June of 2024; 30,000 applications for summer research program grants.

Service

Goal 1: UTRGV SOPM will develop podiatric physicians who are prepared to serve the fundamental purposes of medicine, possessing the attributes that are necessary to meet their individual and collective responsibilities to society including relief of pain and suffering, the promotion of health and the prevention of disease.

Objective 1.1. *Identify and assess community needs of the RGV beginning in AY 2023-2024*

Strategies:

- a. Meet with CEOs of community/indigent clinics. Su Clinica, BCHC, Clinica Nuestra, UT AHEC.
- b. Meet with faith-based community leaders.
- c. Contact community services clubs, i.e., Rotary, Lions, Kiwanis, etc.
- d. Timeline 2023-ongoing.

Outcomes:

- a. Report the encounters in a faculty meeting as proposed by dean (two per year).

Objective 1.2. *Develop and participate in three community health education programs by SOPM students throughout the RGV annually beginning in AY 2023-2024.*

Strategies:

- a. SOPM students and faculty will develop relationships and provide podiatric services in the Brownsville Community Clinic/Culture of Life Ministries.
- b. Timeline 2023-ongoing.

Outcomes:

- a. Attend Brownsville Community Clinic twice a semester beginning in AY 2023-2024.

Objective 1.3. *Increase exposure to healthcare professionals, students, and the RGV community of the field of podiatric medicine beginning in AY 2023-2024.*

Strategies:

- a. Develop clinical rotations with community podiatrists for students to engage and participate.
- b. Establish interprofessional relationships so SOPM faculty can lecture foot and ankle clinical topics to health care disciplines at UTRGV.
- c. SOPM creates opportunities for students to participate in community events such as: EMS Podiatric Health, EMS Heart Month, Diabetes Month, and Foot Month beginning in 2023.
- d. Timeline 2023-ongoing.

Outcomes:

- a. Forty students participating in clerkship rotations with local community podiatrists annually beginning in AY 24-25.
- b. Four interprofessional lectures per year beginning in AY 2023-2024. Four of five on post-lecture survey.
- c. Two events attended by students per year beginning in AY 2023-2024.

Objective 1.4. Faculty will maximize their internal and external activities to ensure integration with UTRGV and RGV community.

Strategies:

- a. SOPM faculty will establish and maintain representation on the UTRGV faculty senate.
- b. Faculty will establish relationships with students serving as club sponsors indicating the importance of service and its impact on personal and professional development intramurally and extramurally beginning in AY 2022-2023.
- c. SOPM faculty will hold positions in intramural (UTRGV SOPM) and extramural committees, and local, state, and national organizations.
- d. Timeline: 2023-ongoing.

Outcomes:

- a. SOPM faculty representative is elected by the faculty for every cycle. (Every 2 years) beginning in AY 2022-2023.
- b. 50% of faculty/80 % of students' participation in SGA, APMSA, ACPM, ACFAS, journal club, educational lectures, town hall meetings beginning in AY 2023-2024
- c. 100% faculty participation/positions in intramural (UTRGV SOPM) and extramural committees, and local, state, and national organizations beginning in AY 2023-2024

Leadership

Goal 1: UTRGV SOPM will promote and provide leadership in podiatric medicine integrating education, research, and clinical service, inspiring and advancing the practice and profession for the RGV population and beyond.

Objective 1.1. *SOPM will advance the educational experience centered around an innovative, competency-based, patient-focused, student learning curriculum.*

Strategies:

- a. Implement innovative technology to create, maintain and improve curriculum design and delivery in the current generation of learners by the beginning of the 2022-2023 academic year.
- b. Implement the utilize Altus One 45 Curriculum and Assessment program to allow for the design, revision, and monitoring of curriculum content, tracking and managing program learning objectives and outcomes, and providing a clear view of the performance of learners, faculty, and educational experiences beginning in January 2024.
- c. Implement a Data Analytics Process via the Exam Soft program that enables SOPM faculty to manage exam content while collecting quantifiable assessment data by January 2024.
- d. Develop and implement an innovative anatomy lab consisting of virtual lower extremity dissection and surgical labs, via an anatomage table, hologram technology, and plastinate-based anatomy by the 2023-2024 academic year.
- e. Develop and Implement an Innovative gait lab with 3-D motion capture to enhance educational and research opportunities for students and faculty beginning November 2023.
- f. Develop and implement a two-year clinical skills longitudinal module with OSCE assessment, simulation-based clinical care, and standardized patients clinical skills training, managed by Simulation IQ by the 2022-2023 academic year.
- g. Incorporate and implement clinically based didactic lectures, problem-based learning, competency-based clinical skills development, lower anatomy dissection/surgical labs, flipped classrooms, and journal clubs allowing students to engage in active learning by the 2022-2023 academic year.
- h. Create and implement an Objective Structured Clinical Examination (OSCE) training process, utilizing Simulation IQ, maximizing the learning potential of OSCEs and simulated patient and mannequin encounters by January 2023.
- i. Create third- and fourth-year clerkship rotations with programs that are aligned with the SOPM mission and expand the knowledge of students on general medicine beginning in 2023.
- j. Create and implement clear and competency-based student performance assessment processes for third- and fourth-year clerkship rotations and post-clerkship shelf exams and comprehensive end-of-the-year OSCEs to ensure attainment of SOPM competencies in the third and fourth year, by 2023.
- k. Timeline: 2022-ongoing.

Outcomes:

- a. Achievement of SOPM competencies
- b. Achievement of student learning objectives.
- c. Achievement of programmatic outcomes as outlined by the SOPM.
- d. SOPM graduates will pass the national boards of podiatric medical examiners/APMLE Part 1 examination with an overall pass rate above the national average. (At least 90 %)
- e. SOPM graduates will pass the national boards of podiatric medical examiners APMLE Part 2 examination and CSPE with an overall pass rate above the national average. (At least 90 %)

- f. SOPM will graduate at least 90% of matriculated students.
- g. 100% of SOPM graduates will pass the clinical competency exam CSPE.
- h. SOPM will place 100% of eligible graduates (successful APMLE pass rates of graduates) in a CPME-approved residency program.
- i. SOPM will graduate students who have the necessary knowledge, skills, and attitudes to complete a podiatric residency program.
- j. 100% curriculum mapping of each course's learning objectives to the appropriate CPME competencies and program objectives including student surveys.

Objective 1.2. SOPM will develop and maximize translational research opportunities en route to becoming a nation's leader in creating and providing creative research that will transform the care of patients in the Rio Grande Valley and beyond beginning in 2024.

Strategies:

- a. The SOPM will develop and grow the UTRGV research enterprise by increasing the number of research scientists and staff through targeted hires in areas of focus, enhancing the development, acquisition, and allocation of research space, equipment, and core facilities.
- b. Through targeted hires in areas of focus, SOPM will expand services in research administration, create a clinical trial unit in SOPM, and develop capabilities in advanced information technology applications from 2023-2028.
- c. SOPM will generate synergies in the research enterprise that will enhance research in foot ankle pathologies in the Hispanic and general population, including diabetes, obesity, neurodegenerative disorders, infectious diseases, biomechanics, gait, and foot and ankle surgery and outcomes from 2023-2028.
- d. The SOPM will partake in interdisciplinary research across UTRGV's colleges and institutes to expand research in health disparities and social determinants of health in the Hispanic population from 2023-2028.
- e. SOPM will develop the infrastructure for research projects that will improve the health of the Rio Grande Valley through basic, clinical, and translational research.
- f. The SOPM will develop and utilize the Regenerative Medicine Laboratory to foster interdisciplinary research in tissue engineering and regenerative medicine specifically due to diabetes, aging, and chronic neuropathy from 2023-2028.
- g. The SOPM will develop and utilize the Applied Biomechanics of the Lower Extremity (ABLE) Laboratory to conduct clinical and translational research on foot and ankle deformities to improve mobility, functional independence, walking performance, and quality of life in patients with foot and ankle dysfunction to improve health care delivery in South Texas and beyond from 2023-2028.

Outcomes:

- a. Increased number of faculty and staff engaged in biomedical research, amount of research space under management and being utilized, expenditures on specific equipment and

development of core facilities, number of publications, grant submissions, and funded applications. Director of Research

- b. Increased number of research projects and research grants in Hispanic health; Receipt of funding from extramural agencies; Number of extramural partnerships around biomedical research in health and disease in the Hispanic population; Number of and funding for health disparities research.
- c. Increased number of research projects and research grants in Hispanic health; Receipt of funding from extramural agencies; increased number of extramural partnerships around biomedical research in health and disease in the Hispanic population; increased funding for health disparities research.
- d. Evidence of a community-based participatory research center to facilitate clinical and translational research by 2025; increased number of patents and copyrights to facilitate technology transfer and commercialization. (2-3 per year); increased number of research projects in basic, translational, and clinical research. (5 per year); Generation of revenue through research activities. (1 million per year by 2028)
- e. Regenerative Medicine Laboratory: Five research projects per year. (Biguetti)
- f. ABLE Lab: Five research projects per year (Rahman).

Objective 1.3. The SOPM will advance education and patient care by encouraging a holistic approach to promoting general health and well-being in the Rio Grande Valley and Texas beginning in 2023.

Strategies:

- a. The SOPM clinical enterprise will implement population health initiatives by addressing poverty-driven health disparities and the high prevalence of diabetes, peripheral arterial disease, obesity, arthritis, and neurologic disease in the RGV.
- b. SOPM will utilize transformational leadership UTRGV by developing and nurturing relationships with other UTRGV healthcare programs and in the community to promote well-being, health literacy, and access to health services in the Rio Grande Valley.
- c. The SOPM will implement interprofessional healthcare education and clinical care to integrate with other healthcare providers and services to promote a multidisciplinary team approach.
- d. The SOPM will create protocols and best practice procedures to improve health outcomes in South Texas by addressing and providing podiatric health services enhancing the quality of existing services to meet the regional healthcare needs of the RGV.
- e. SOPM will create a pipeline of diverse professionals with expertise in podiatric medicine and surgery, and population health management.

Outcomes:

- a. Five protocols per year, increasing patient visits per year.
- b. Increased number of healthcare program relationships per year, increased number of health-related programs/activities per year, increased number of patients per activity, with the total number of patients per all activities.

- c. Increased number of healthcare education activities per year, increased number of patient visits in clinics per year.
- d. Increased number of patient visits in all SOPM foot and ankle clinics, increased number of foot and ankle inpatient and outpatient engagements/visits per year.
- e. The number of SOPM graduates per year/40 per year.

Objective 1.4. Leading by example, the SOPM will humbly challenge the status quo, display academic creativity, engage in collaborative discourse, participate in professional leadership organizations and societies, and explore new ideas and opportunities in an attempt to advance the Podiatric profession academically, socially, and emotionally in the pursuit of parity and professional equity.

Strategies:

- a. The SOPM will create and develop diverse, culturally sensitive, holistic graduates who will provide leadership to the profession of Podiatric Medicine and surgery by enhancing professional identity formation.
- b. The SOPM faculty will engage and participate in local, state, and national leadership and accrediting organizations.
- c. SOPM students will engage and participate in local, state, and national student leadership organizations including the American Podiatric Medical Student Association (APMA), American College of Foot and Ankle Surgery (ACFAS), American College of Podiatric Medicine (ACPM), American Society of Podiatric Surgeons (ASPS), and the Texas Podiatric Medical Association.
- d. The SOPM faculty and students will be encouraged to engage and participate in non-podiatric professional organizations and societies to foster interprofessional and multi-disciplinary awareness and engagement including American Medical Associations, the National Medical Association, the National Hispanic Organization, and other health professional organizations.

Outcomes:

- a. Forty SOPM graduates per year, with a greater than 90% pass rate on APMLE 1,2, and 3.
- b. Ninety percent of faculty serving on committees and boards of mentioned organizations and associations
- c. Twenty-five percent of students serving on committees and as leaders in student organizations mentioned.
- d. Twenty-five percent of students serving on committees and as leaders in student organizations mentioned.

Clinical Enterprise

Goal 1: *SOPM Clinical Enterprise will develop into a self-sustaining operation centered around student learning by providing clinical experiences where students can utilize their knowledge, practice skills, and behaviors to make clinical decisions while caring for patients.*

Objective 1.1. *Develop a Podiatric Medicine and Surgery service in established UT Health facilities with equipment that is consistent with current technological advancements and state-of-the-art procedures to provide comprehensive lower extremity, foot, and ankle care.*

Strategies:

- a. Establish UT Health or other health systems clinics/facilities that are willing to integrate podiatric medical and surgery services and address all infrastructure needs by August of 2023.
- b. Establish contract agreements with three UT Health or other health systems community partners to develop a podiatric medicine and surgery service by January 2024.

Outcomes:

- a. Three clinical sites (McAllen, Harlingen, and Brownsville) are identified and in place and functional by August 1, 2023.
- b. Three clinical sites (McAllen, Harlingen, and Brownsville) are in place and functional by January 2024.

Objective 1.2. *SOPM will develop a recruitment strategy to acquire adequate clinical faculty and support staff.*

Strategies:

- a. Acquire and invest adequate financial resources to hire high-revenue producing podiatric physicians to partner with local hospitals and clinics.
- b. Design and implement a faculty recruitment marketing plan which includes word-of-mouth referral, advertising in professional journals, (PM news, APMA News), Letters to professional societies ACFAS, ACPM, AAPSM, Residency, and Fellowship Program Directors.
- c. Create a relocation marketing video of the RGV.
- d. Provide Incentives (relocation and housing subsidies), advertising promotion and tenure track.
- e. Advertise promotion and tenure track.

Outcomes:

- a. Hire six clinical faculty FTE to support clinical enterprise and academic education at UME and GME levels by June 2024.

Objective 1.3. *SOPM will acquire a large patient population base by promoting podiatric services to the community.*

Strategies:

- a. Create a marketing strategy to promote podiatric medical services to the RGV community by summer of 2024.

Outcomes:

- a. 3,000 patients visit with 20% growth annually beginning in 2024 2025 Academic year.

Objective 1.4. SOPM clinical enterprise will generate \$200,000 in revenue by the end of Summer 2024; \$500,000 generated by the end of Summer 2027; and \$750,000 generated by the end of Summer 2029.

Strategies

- a. Develop a strategic plan to establish vision, goals, objectives, and expected outcomes for a successful clinical enterprise in summer 2024, 2027, and 2029.
- b. Design a clinical practice plan with systems, procedures, and protocols in place by September 1, 2023.
- c. Develop practice protocols and procedures to train physicians and support staff to improve the efficiency and effectiveness of the clinical enterprise by the summer of 2024.
- d. Develop a retention plan for clinical faculty by September 2025.
- e. Implement strategies to hire podiatric specialists in the area of limb salvage, complex surgery, and sports medicine by the summer of 2024.

Outcomes:

- a. A strategic planning meeting will take place by June 2024 with goals, objectives, and action plans in place.
- b. Practice plan in place by September 1, 2023.
- c. 100% highly qualified physicians and staff trained by summer 2024.
- d. Provide desired scope of practice by summer 2024.
- e. .

Effective July 1, 2023

Approved

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