

STRATEGIC GOALS AND OBJECTIVES

*The Strategies for Achieving Objectives, Responsible Individuals, and Outcome Indicators are subject to evaluation and revision by the Strategic Planning Committee. These will respond to the findings of the continuous assessment performed by the SPC throughout the duration of the Plan.

I. Academic & Research Innovation and Success

STRATEGIC GOAL	STRATEGIC OBJECTIVES	*STRATEGIES FOR ACHIEVING OBJECTIVES
Sustain fully accredited educational programs that undergo continuous evaluation and improvement.	Maintain a fully accredited <u>MD Program</u> that is competency-based and efficiently incorporates changes.	Incorporate trends in health care education into the MD Curriculum.
		Enhance faculty knowledge and skills in curricular revision, management, and program evaluation.
		Improve the process for systemic updating of curricular maps.
		Enhance curricular and student databases to facilitate curricular, programmatic, and program evaluations.
		Improve curricular integration of the preclinical years.
		Maintain the Continuous Assessment Process (CAP).
		Maintain strong, accessible, and competitive <u>MS and PhD Programs</u> , focused on deepening knowledge and developing research skills in the Biomedical Sciences.
	Secure source of income that will directly support the graduate programs.	
	Improve the systematic assessment processes of the biomedical academic programs.	

		Promote the responsible and professional behavior of biomedical students and faculty.
		Maintain the Continuous Assessment Process (CAP).
	<p>Maintain fully accredited <u>Graduate Medical Education</u> Programs with emphasis on quality of patient care and adequate working environment.</p>	<p>Improve resident training in patient safety, quality of care, and patient-centered care.</p>
		<p>Maintain the Graduate Medical Education Program Continuous Assessment Process (GME-CAP).</p>
		<p>Maintain the continuous accreditation status of the programs efficiently addressing ACGME citations.</p>

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Strengthen Research	Enhance the level of success of the school's investigators.	Increase collaboration with the MSC Deanships of Research and Administration.
		Foster collaborations amongst the school's investigators.
		Increase pilot and seed money for research projects.
	Improve communication and collaboration with the Medical Sciences Campus Dean of Research.	Appoint a basic science and a clinical science, research liaison which will represent the Dean of Medicine in communications and collaborations with the MSC Deanship of Research.
	Improve research opportunities at the Medical Sciences Campus for medical students.	Create a centrally-monitored online database of available research opportunities for medical students.
Create a centralized online database of the research		

		activities conducted by the school's medical students.
		Increase the number of research projects available to students during their clinical years.
		Strengthen students' exposition to research projects regarding determinants of health.

II. Student, Resident, Faculty and Staff Support

STRATEGIC GOAL	STRATEGIC OBJECTIVES	*STRATEGIES FOR ACHIEVING OBJECTIVES
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<p>Promote a diverse and student-centered learning environment that fosters and enhances students' well-being while promoting and facilitating student achievements.</p>	<p>Enhance students' diversity to decrease health inequities.</p>	<p>Cultivate future generations of health professionals from diverse backgrounds and life experiences.</p>
	<p>Enhance students counseling services to facilitate early detection and intervention of students at risk of academic failure.</p>	<p>Enhance the academic and personal counseling programs.</p>
		<p>Increase scholarship opportunities.</p>
		<p>Enhance the financial and debt management counseling for medical students.</p>
		<p>Reinforce tutoring services for medical students.</p>
		<p>Reinforce mentoring services for medical students.</p>
		<p>Reinforce career planning services.</p>
<p>Promote a learning environment that fosters and enhances resident's well-being while promoting and facilitating their success.</p>	<p>Enhance residents' diversity to decrease health inequities.</p>	<p>Cultivate future generations of health professionals from diverse backgrounds and life experiences.</p>
	<p>Enhance personal counseling services to assure resident's well-being and their ability to provide optimal patient care.</p>	<p>Enhance the personal counseling resources for the residents.</p>
		<p>Provide a learning and working environment that generates residents' well-being.</p>

<p>Maintain a diverse, safe, healthy, supportive, and competitive working environment for the faculty that enhances their well-being and success.</p>	<p>Enhance faculty diversity to support student success.</p>	<p>Improve the inclusion of the diversity policy in hiring processes.</p>
		<p>Maintain a centralized database of faculty within the diversity categories.</p>
	<p>Maintain a competitive work environment with comparable institutions.</p>	<p>Enhance the faculty recruitment and retention processes.</p>
	<p>Promote a working environment that generates faculty well-being.</p>	<p>Provide wellness activities to faculty.</p>
	<p>Operationalize the Deanship for Faculty Affairs.</p>	<p>Implement the Deanship for Faculty Affairs.</p>
	<p>Support faculty professional development and the tenure processes.</p>	<p>Enhance the faculty development program.</p>
		<p>Assess the faculty needs for faculty development and tenure.</p>
<p>Develop a mentorship program for newly recruited faculty.</p>		
<p>Maintain a safe, healthy, and competitive working environment for the non-faculty staff that enhances their well-being and success.</p>	<p>Support the non-faculty staff professional development and well-being.</p>	<p>Develop a continuous training process.</p>

		Develop wellness activities.
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III. Operational Resources and Sustainability

STRATEGIC GOAL	STRATEGIC OBJECTIVES	*STRATEGIES FOR ACHIEVING OBJECTIVES
Strengthen administrative, informatics, and technology resources.	Maximize the effective use of available administrative personnel, procedures, and resources.	Maintain a centralized repository of the administrative personnel.
		Increase the use of online and systematized resources.
	Foster a culture of transparency and ease of access to information and technology.	Enhance communication with the academic community.
		Improve the use of technology.
Strengthen the physical infrastructure of key areas within the School of Medicine.	Update physical infrastructure of the School of Medicine's main building.	Advocate for resources for the maintenance of physical areas of the main building, air conditioning system and surrounding areas.
Strengthen the procedures and efforts for the operational sustainability.	Improve revenue of the Faculty Practice Plan.	Increase advocacy efforts for operational sustainability.
	Develop operational plans to increase funds.	Create a plan to increase recurring funds.
		Create strategies to increase non-recurring funds.

IV. Institutional Services and Outreach

STRATEGIC GOAL	STRATEGIC OBJECTIVES	*STRATEGIES FOR ACHIEVING OBJECTIVES
Secure the school's resources and clinical services.	Improve and expand the offering of quality services.	Expand the clinical services of the FPP.

		Develop a mechanism to provide and charge for professional consulting services.
		Establish and promote the Metro and Northeast Academic Health Center.
		Promote a safety and quality improvement (QI) culture in the delivery of clinical services.
Strengthen the leadership of the school in education, research, and service.	Improve communication ties with the academic and general community.	Optimize the school's deanships, departments, units, and programs websites.
		Optimize communication with clinical affiliates.
	Excel as leaders in key local and national committees/meeting.	Increase participation on in different national committee boards.
		Increase participation in professional organizations (e.g. AAMC, LCME, ASPET, NSF).
	Broaden the institution's reach and impact.	Develop and implement outreach programs and/or projects targeting underserved communities.
		Establish partnerships with local organizations.
		Sustain advocacy efforts to improve health related issues affecting the community.
		Promote participation in interdisciplinary projects and/or activities.
		Develop educational efforts about preventative care in Puerto Rico.