PLFSOM Mission Statement (LCME Standard 1)

The mission of the Texas Tech University Health Sciences Center El Paso Paul L. Foster School of Medicine is to provide exceptional educational and development opportunities for our diverse learning community, advance knowledge through research and innovation, and serve the needs of our border region and beyond.

PLFSOM Vision Statement (LCME Standard 1 -- queried in the DCI

The vision of the Texas Tech University Health Sciences Center El Paso Paul L. Foster School of Medicine is to promote wellness and relieve suffering through excellence in clinical service, innovation, and leadership in border health care.

GOAL 1. Excellence in Academics

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

Strategies	Metrics/Targets	LCME Standards
1.1.1 Implement an LCME-compliant enrollment expansion plan to reach 150 incoming students by AY 2026.	**Metric:** Number of new 1st-year students enrolled annually from AY 2021-26 **Target:** New MS1 matriculants: 117 (AY 2021), 124 (AY 2022), 131 (AY 2023), 139 (AY 2024), 148 (AY 2025), 150 (AY 2026)	4.1, 5.3, 5.4, 5.11, 5.12
1.1.2 Enhance efforts to recruit outstanding medical students that meet the school's mission and diversity goals by increasing awareness of the school, its mission, and its unique educational program.	**Metric**: Number of mission-oriented college recruitment events annually **Target**: Increase number of mission-oriented annual college recruitment events by 5% annually	3.3, 10.3, 10.6
	Metric: Number of secondary applications received annually **Target**: Increase number of secondary applications received in proportion with TMDSAS application trends [rev 2023]	3.3, 10.3, 10.6

Metric: Optimize CRM admissions platform to improve communications and engagement with prospective student applicants **Target**: Increase # of new profiles and recruitment communications by 5% annually	3.3, 10.3, 10.6
Metric: Review the admissions process including applicant screening, interviewing, scheduling, and committee review to maintain alignment with national best practices [rev 2023] **Target**: Conduct interviews per AAMC recommendations (1:5 ratio) and increase the number as needed to accommodate the class size expansion plan [rev 2023] **Target**: Maintain or increase the number of interviewed and enrolled candidates based on PLFSOM mission and diversity statements [rev 2023]	3.3, 10.2, 10.3, 10.4, 10.6

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

Strategies	Metrics/Targets	LCME Standards
1.2.1 Foster student success through proactive student services programming (Aligned with TTUHSCEP Strategy 1.1.5: Foster student success through proactive school based success programs, i.e., leveling courses, academic counseling.)	**Metric:** 4-year graduation rate **Target:** 4-year graduation rate of 85% by 2026 (national benchmark)	8.4
	Metric: 5-year graduation rate **Target**: 5-year graduation rate of 76.8% by 2026 (comparing to state and national benchmarks) [revised/added 2023]	8.4

Metric: 6-year graduation rate Target: 6-year graduation rate of 95% by 2026 (national benchmark)	8.4
Metric: USMLE Step 1 first-time pass rate Target: USMLE Step 1 first-time pass rate at or above nationally-benchmarked projections (2019 AAMC MCAT Validity Data Report)	8.4
Metric: USMLE Step 2-CK first-time pass rate Target: USMLE Step 2-CK first-time pass rate at or above nationally-benchmarked projections (2020 AAMC MCAT Validity Data Report)	8.4

Metric: USMLE Step 2-CK score **Target**: USMLE Step 2-CK score at or above nationally-benchmarked projections (2020 AAMC MCAT Validity Data Report)	8.4
Metric: Overall Residency match rate **Target**: Target: Overall residency match rate at or above national average (NRMP Benchmark data)	8.4
Metric: USMLE Step 3 first-time pass rate **Target**: USMLE Step 3 first-time pass rates at or above national benchmarks	8.4

Metric: Remediation rate (number of students remediating 1 or more units, courses, or clerkships) **Target**: Average unit/course/clerkship remediation rates below comparative annual remediation rates for AY 2015-20 cycle	8.4

	Metric: Student satisfaction with Student Services programming (academic counseling, peer tutoring, student counseling services, accessibility services, etc.) **Target**: Student satisfaction with medical school support and services at or above the national average (AAMC Y2Q and GQ questionnaires)	8.5

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

Strategies	Metrics/Targets	LCME Standards
1.3.1 Conduct a phased review and implementation of the PLFSOM curriculum revision plan beginning AY 2021 and progressing to full implementation by AY 2026	**Metric:** Implementation of the PLFSOM curriculum revision plan **Target**: All points of the PLFSOM curriculum revision plan updated, reviewed and approved by the Curriculum and Educational Policy Committee (CEPC) and implemented by AY 2026	Curriculum revision: Standard 8, especially 8.1, 8.2, 8.3, and 8.4; Learning environment: 3.5, 3.6

Metric: Improvement plans for areas of low performance and/or low satisfaction in the pre-clerkship and clerkship phases of the curriculum **Target**: Annually implement an improvement plan for at least one area of low performance and/or low satisfaction in the pre-clerkship and clerkship phase of the curriculum	Curriculum revision: Standard 8, especially 8.1, 8.2, 8.3, and 8.4; Learning environment: 3.5, 3.6

	Metric: Measure and resolve learning environment issues identified on course/clerkship evaluations and the graduation questionnaire **Target**: Educational environment satisfaction elements of the AAMC Y2Q and GQ at or above national benchmarks	Curriculum revision: Standard 8, especially 8.1, 8.2, 8.3, and 8.4; Learning environment: 3.5, 3.6

1.3.2 Enhance faculty professional development opportunities with a focus on high-impact learning strategies, current teaching techniques, curriculum design, educational technology, and student-centered pedagogical approaches (Aligned with TTUHSCEP Strategy 1.3.2: Promote faculty development related to innovations in teaching through faculty development programs that are tailored to each school's needs)	**Metric**: # faculty participating annually in internal and external faculty development programs/workshops focused in medical education **Target:** Increase number of faculty completing internal or external faculty development programs/workshops in medical education by 5% per year **Target:** Host one or more annual faculty/staff training workshops from external experts on effective pedagogical approaches and/or utilization of educational technology tools in curriculum development and delivery	4.5, 5.1, 8.5
	Metric: Evaluations of faculty development activities focused on education **Target**: Participant surveys indicate overall satisfaction with faculty development programs pertaining to medical education/teaching/instructional	4.5, 5.1, 8.5

Strategies	Metrics/Targets	LCME Standards
1.3.3 Enhance student opportunities for student led research [added 2023]	**Metric**: # of distinct student-authored peer-reviewed presentations (regional, national, international), # of distinct student-authored peer-reviewed publications [added 2023] **Target**: Establish and track 3-year rolling average based on student research publication data (system being developed under SARP); Subsequent targets TBD [added 2023]	3.2, 7.3
	Metric: Students graduating with Distinction in Research and Scholarship (DIRS) [added 2023] **Target**: Establish and track 3-year rolling average; subsequent target TBD [added 2023]	3.2, 7.3
	Metric: Publication/dissemination of new Student Research Handbook (see recommendations/interventions from 2023 review) [added 2023] **Target**: Release/dissemination of handbook by fall of 2024 [added 2023]	3.2, 7.3

Objective 1.4: Prepare future health professionals for enhanced team-based care to improve health outcomes for individuals and the

Strategies	Metrics/Targets	LCME Standards

1.4.1 Integration of inter-professional education (IPE) into the curriculum of the medical school, including didactic, case-based, and simulation activities (Aligned with TTUHSCEP Strategy 1.4.1)	**Metric**: % of first year medical students who receive training in the matriculation Education Collaborative (IPEC) competencies in an IPE format **Target:** Maintain 100% medical student participation in training in the IPEC competencies, including interprofessional roles and responsibilities, ethical decision making, teamwork and communication.	7.9
	Metric: % of pre-clerkship medical students attending classes with dental students to learn with and from each other **Target**: 100% of pre-clerkship medical students attend class and learn in collaboration with dental students during Society, Community and the Individual (SCI) class.	7.9
	Metric: % of clerkship phase students participating in cross-institutional IPE training in caring for populations with special needs, such as care of the homeless, transgender and refugee populations **Target**: 100% of clerkship phase students participating in cross-institutional IPE training in caring for populations with special needs, such as care of the homeless, transgender and refugee populations	7.9

	Metric: Expand IPE activities in the simulation setting Target: Develop at least one new collaboration in the simulation center with another health profession during the 4th year boot-camp by 2025	7.9
1.4.2 Enhance opportunities for IPE collaborative practice in authentic clinical and community settings (Aligned with TTUHSCEP Strategy 1.4.2)	Metric: % of clerkship phase students participating in clinical experiences on an interprofessional team with IPE goals and objectives in addition to discipline specific goals and objectives Target: 100% of clerkship students by 2025	7.9

GOAL 2. Excellence in Clinical Affairs

Objective 2.1: Expand presence and programs

Strategies	Metrics/Targets	LCME Standards
2.1.1 Expand the scope and reach of our clinical services	**Metric**: Implement doxy.me as a common platform for telemedicine ambulatory encounters **Target**: Implementation of doxy.me as the preferred telemedicine platform at all TTUHSCEP/PLFSOM operated clinical facilities by the end of FY 2022	5.5
	Metric: Through SB 11 - increase the number of Child/Adolescent Behavioral Health visits in our region **Target**: 10% increase in visits/year over the duration of this 5-year plan	5.5
	Metric: New surgical specialty clinic in NE El Paso to open in spring 2022 **Target**: In 2022, 1,000 clinic visits are anticipated	5.5

Metric	
Metric: Expand ambulatory practices in UMC El Paso facilities **Target**: Place cardiology and surgical specialties in FY 2022	5.5
Metric: Surgery - Vascular, ENT, and Physiatry **Target**: Start Physiatry and Vascular programs in FY 2021 and ENT in FY 2022	5.5
Metric: Cardiovascular Medicine - Structural heart interventions, Venous stenting **Target:** Start late FY 2022 with 10% increase year over year	5.5
Metric: Oncology - Cancer Center **Target**: Additional oncologists to start late FY 2022	5.5
Metric: Neuroscience: infusion center and MS center of excellence **Target**: Seek Level III Epilepsy designation and MS Center of Excellence in 2023	5.5

GOAL 3. Excellence in Research

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

Strategies	Metrics/Targets	LCME Standards
3.1.1 Each department develops and submits a detailed 5 year research growth plan and budget with input from research leadership	**Metric:** Research growth plans submitted to research leadership **Target:** 100% of departments to submit a growth plan in the first two years	3.2, 4.2
3.1.2 Attract and retain outstanding faculty researchers with expertise in clinical, basic, translational, and population health that includes research start-up funds	**Metric:** Number of scientists hired with these qualifications **Target**: Ten faculty hired by 2026 with expertise in research and prior indication of successful funding	3.2, 4.2

Objective 3.2: Build a cohort of extramurally funded researchers

Strategies	Metrics/Targets	LCME Standards
3.2.1 Increase the number of mid-level and senior investigators in all research areas to advance research program growth	**Metric:** Number of extramurally funded mid-level and senior investigators **Target:** Five extramurally funded mid-level and senior investigators by 2026	3.2, 4.2
3.2.2 Expand the Centers of Emphasis by including faculty with expertise from all schools	**Metric:** Number of faculty with affiliations with the Centers of Emphasis **Target:** At least five new affiliations for each Center of Emphasis by 2026	3.2, 4.2

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

Strategies	Metrics/Targets	LCME Standards
3.3.1 Develop a collaboration to establish a Clinical and Translational Science Award (CTSA) Program hub	**Metric:** Clinical and Translational Science Award (CTSA) Program hub collaboration **Target:** Clinical and Translational Science Award (CTSA) Program hub collaboration by 2026	3.2, 4.2
3.3.2 Research leadership to seek external funding to facilitate research program infrastructure development	**Metric:** Number of extramural infrastructure building or center grants submitted **Target:** Two extramural research infrastructure building or center grants submitted at the end of 5 years	3.2, 4.2

3.3.3 Develop centralized expertise for research design, study development and implementation, survey design, data collection, management, analysis and regulatory guidance	**Metric:** Number of research projects completed, and manuscripts and grants submitted utilizing centralized resources **Target**: Ten scholarly products submitted with centralized resource use per year in years 2 to 5	3.2, 4.2

3.3.4 Facilitate the use of clinic data from population health informatics and EMR health systems to improve the clinical and public health practice	**Metrics**: A team to facilitate the use of clinical data **Target:** Recruit and develop a team to facilitate the use of clinical data by 2024 **Metrics:** Number of manuscripts and grants submitted with utilization of clinical research informatics expertise **Target:** Manuscripts/grants submitted 5% increase per year with utilization of clinical research informatics expertise in Years 3-5	3.2, 4.2

3.3.5 Develop structured research mentoring and development program to create a multidisciplinary cohort of early stage investigators	**Metric:** Number of early-stage investigators submitting extramural grants, managed early-stage research projects and manuscripts **Target:** Five early-stage investigators to submit an extramural grant by year 5	3.2, 4.2, 4.5

3.3.6 Expand the PLFSOM capabilities for large database research through participation in national data-science collaborative	**Metric:** Cerner Learning Health Network Collaboration with physician-scientists **Target:** Join the Cerner Learning Health Network, October 2021, Expand data-science expertise across campus to collaborate with physician-scientists for research purposes, October 2022	3.2, 4.2

GOAL 4. Excellence in Outreach and

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

Strategies	Metrics/Targets	LCME Standards
4.1.1 Increase engagement with regional educational partners	**Metric**: Number of activities/programs with local universities, community colleges and local/regional K-12 systems/programs **Target:** Increase activities/programs with regional educational partners year over year	3.3

4.1.2 Increase engagement with public and community-based health service organizations	**Metric:** Number of activities/programs and participants in collaboration with disease support groups, public and community health organizations, tribal organization, and Federally Qualified Health Centers **Target:** Increase number of activities/program and participants year over year	3.3, 6.5, 6.6
	Metric: Number of AHEC activities/programs and participants **Target:** Increase number of AHEC activities/programs and participants year over year	3.3, 6.5, 6.6

	Metric: PLFSOM student community service hours and entities served **Target**: Increase number of community service hours and entities year over year	3.3, 6.5, 6.6

4.1.3: Enhance engagement with binational and global partners	**Metric:** Number of PLFSOM faculty and student participants in programs in affiliation with a binational/global partner **Target:** Increase number of PLFSOM faculty and student participants in programs in affiliation with a binational/global partner	6.5, 6.6
	Metric: AAMC Graduate Questionnaire (GQ) data relating to PLFSOM student participation in global health programs **Target**: AAMC GQ PLFSOM student participation rate in global health programs	6.5, 6.6

4.1.4 Support PLFSOM student, faculty, and staff community engagement consistent with PLFSOM's mission and vision	**Metric**: Maintain and continuously monitor and improve the SCI and service learning programs **Target:** Annual review of the community engagement components of the SCI course by the Office of Medical Education and the Curriculum and Educational Policy Committee (with generation of action items and responsibility for monitoring follow-through) **Target:** Annual review of the service learning program by the Office of Medical Education, the Office of Community Outreach and Engagement (OCOE), and student representatives identified by the OCOE (with generation of action items and responsibility for monitoring follow-through)	4.1, 4.5
	Metric: Enhance Discussions coordinated by OCOE with institutional faculty affairs and human resources leadership regarding strategies that facilitate the tracking and recognition of faculty and staff community engagement that is consistent with the TTUHSCEP and PLFSOM mission statements **Target**: Report with discussion and development of recommendations at the 2022 TTUHSCEP and/or PLFSOM leadership retreats	

Objective 4.2: Expand Community-Based Clinical Instruction

Strategies	Metrics/Targets	LCME Standards
4.2.1 Align community-based faculty recruitment and retention with clinical instruction (UME)/training (GME)	*UME* **Metric:** Office of Medical Education and the Office of Outreach & Community Engagement implements a collaborative system for annually reporting and addressing programmatic community-based clinical instruction needs (with staffing estimates) **Target:** System for annually reporting and addressing programmatic community-based clinical instruction needs implemented by Summer 2022	4.1, 4.5
	GME **Metric**: Clinical departments with GME programs and the Office of Outreach & Community Engagement implement a collaborative system for annually reporting and addressing programmatic community-based clinical instruction needs **Target**: System for annually reporting and addressing programmatic community-based clinical instruction needs implemented by Summer 2022	4.1, 4.5

4.2.2 Increase the systematic participation of community-based practices and sites in clinical instruction (UME)/training (GME)	**Metric**: Enhanced collaboration with federally-qualified health clinics (FQHC) in clinical education(La Fe, Project Vida, Centro San Vicente, PCHS) **Target:** PLFSOM educational program leadership to meet in 2022 with FQHC medical directors to explore the potential for collaboration in community-based clinical education (La Fe, Project Vida, Centro San Vicente, PCHS, others) **Target**: Establish collective and/or center-specific frameworks for communication and collaboration with regional FQHCs (by the end of 2022)	4.1, 4.5

GOAL 5. Excellence in Stewardship

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

Strategies	Metrics/Targets	LCME Standards
5.1.1 Collaborate with the TTUHSCEP Office of Institutional Advancement to increase philanthropic/private-source support for the medical school and foster lifelong relationships with key stakeholders.	**Metric:** Annual philanthropic income designated to the school of medicine (new gifts and endowment-based income as reviewed by the Office of Institutional Advancement at the annual institutional leadership retreat) **Target:** Increase annual private funding to PLFSOM by 2% year over year.	5.1,5.3

	Metric: Establish processes through which the medical school can most effectively collaborate with IA to periodically review and update the school's development goals and opportunities **Targets**: 1. Annual discussion of this objective by Institutional Advancement and medical school leadership under a standing agenda item for the annual PLFSOM leadership retreat; 2. Reaffirmation or clarification of processes through which PLFSOM will collaborate with IA as per this metric (per annual PLFSOM leadership retreat minutes)	5.1,5.3
5.1.2 Monitor and enhance brand awareness for the medical school	**Metric:** Internal survey on brand recognition and awareness for PLFSOM and TTP EP developed by the collaboration of TTUHSC El Paso Communications and Marketing collaborate with the Office of Institutional Research and Effectiveness (OIRE) **Target:** Present annual overview of brand awareness initiatives for PLFSOM and TTP EP at leadership retreat along with survey impressions and key take-always for improvement in subsequent year.	5.1

Objective 5.2: Ensure informed financial decision making

Strategies	Metrics/Targets	LCME Standards
5.2.1 Ensure the medical school's leadership and Faculty Council are periodically informed of the school's financial status and priorities, and of anticipated financial challenges, and opportunities	**Metric:** Briefings by finance for the leadership of school offices and departments during annual budget prep and, collectively, during the school's annual leadership retreat **Target:** All school leaders are briefed twice yearly regarding the financial status of the school as outlined in the metric	5.4
5.2.2 Optimize the structure and utilization of medical student fees (based on the TTUHSCEP Global Fee Document/GFD)	**Metric:** Responses to the TTU System audit dated 1/29/2021 **Targets:** 1. All PLFSOM offices managing student fee-based funds report on strategies for expending accumulated fund balances; 2. PLFSOM completes a cost-based update of its student fees for incorporation in the TTUHSCEP GFD proposal; 3. PLFSOM implements updated student fees based on approval of the TTUHSCEP GFD proposal	12.1

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

Strategies	Metrics/Targets	LCME Standards
5.3.1 Monitor and optimize the utilization of educational space resources to provide a safe, effective, and collaborative learning environment across the undergraduate and graduate medical education programs	**Metric:** PLFSOM space utilization, by location, room type, and time of day (compared to institutional capacity) per TTUHSCEP EMS **Target:** Annual review by the OME with report of analysis and findings to the Dean (or designee/CAO) -- with related target for 5.3.2 below	Standard 5, especially 5.4, 5.5, 5.7, 5.9, 5.11
	Metric: Student survey/evaluation data (responses relating to adequacy of facilities) **Target**: Annual review by the OME with report of analysis and findings to the Dean (or designee/CAO) -- with related target for 5.3.2 below	Standard 5, especially 5.4, 5.5, 5.7, 5.9, 5.11

	Metric: Development by PLFSOM of an enterprise curriculum platting solution (e.g. Banner) to promote full use of the EMS system to optimize the availability of educational spaces **Targets**: 1. Systems analysis and Academic IT recommendations rendered to the Dean (or designee/CAO) by May 2022; 2. Solution development and testing during AY2022-23; 3. Implementation in advance of AY2023-24	Standard 5, especially 5.4, 5.5, 5.7, 5.9, 5.11
5.3.2 Monitor and optimize the utilization of connectivity/conferencing resources to provide a safe, effective, and collaborative learning environment across the undergraduate and graduate medical education programs	**Metric:** Student survey/evaluation data (responses relating to adequacy of connectivity/conferencing resources) **Target:** Annual review by the OME with report of analysis and findings to the Dean (or designee/CAO) -- with related target for 5.3.1 above	5.6, 5.9

	Metric: Periodic studies by IT regarding network and wi-fi utilization/capacity in education spaces **Target**: Annual review by the OME with report of analysis and findings to the Dean (or designee/CAO) -- with related target for 5.3.1 above	5.6, 5.9

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

Strategies	Metrics/Targets	LCME Standards
5.4.1 Coordinate IT platforms and software to promote systems integration and data integrity in support of the educational mission across UME and GME	**Metric:** Complete the implementation of Elentra as the medical school's primary UME learning management system **Target:** All PLFSOM courses mapped and resourced in Elentra by the end of AY2021-22	5.9

Metric: All initially planned Elentra-related retirements and integrations of other systems/applications completed by the end of AY2021-22 **Target**: Completion of all PLFSOM academic IT system modifications as outlined in timeline provided by Academic IT at the time Elentra moved into the production environment (Spring 2021)	5.9
Metric: Review and analysis of academic IT platforms supporting GME (New Innovations, MyEvaluations, etc.) **Targets:** 1. Report by Academic IT and the Office of GME to the Dean (or designee/CAO) by May 2022; 2. Findings to be discussed with GMEC by the Fall of 2022	5.9

	Metric: The Office of Clinical Informatics and TTUHSCEP IT to perform a gap analysis of the IT infrastructure needed to support educational experiences in 1. telemedicine, 2. telehealth visits, and 3. population health **Targets**: 1. Completion of gap analysis and development of recommendations by Clinical Informatics for presentation to the Dean by January 2023; 2. Discussion analysis and recommendations at the 2023 TTUHSCEP leadership retreat for integration with institutional perspectives	5.9
5.4.2 Monitor and enhance IT security and data management related to PLFSOM programs/operations	**Metric:** Incorporation of reporting on IT security and data management issues affecting PLFSOM programs into leadership briefings/annual retreat **Targets**: 1. Initiation of briefings by IT security and data management leaders in 2022, to include identification of action items; 2. Tracking of action items at subsequent annual PLFSOM leadership briefings	5.9

GOAL 6. Excellence in Culture

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

Strategies	Metrics/Targets	LCME Standards
6.1.1 Ensure adequate number of faculty and staff to support strategically identified academic areas	**Metric:** Needs assessment for faculty and staff to support the identified academic areas **Target:** Needs assessment to be completed by 2022	4.1
	Metric: Number of faculty and staff to support the identified academic areas **Target**: Number of faculty and staff new hires aligns with the needs identified in respective academic areas	4.1

6.1.2 Invest in faculty and staff by providing professional development opportunities to support each person in reaching his/her greatest potential	**Metric:** Number of individuals trained in leadership and professional development programs **Target:** Increase the number of staff and faculty participating in formal and leadership and professional programs	4.5
	Metric: Number of faculty members participating in the Mid-Point Tenure and/or Promotion Review **Target:** Increase the number of faculty members participating in the Mid-Point Tenure and/or Promotion Review in comparison to the previous academic year	4.5

Strategies	Metrics/Targets	LCME Standards
6.1.3 Retain highly valued faculty and staff by implementing programs that recognize faculty and staff	**Metric:** List of faculty and staff award recipients as awarded by TTUHSC El Paso and/or TTU System **Target:** Compilation of faculty and staff award recipients by 2022	4.1
	Metric: Annual faculty and staff retention rates **Target**: Establish a baseline	4.1

Objective 6.2: Promote a culture of wellness

Strategies	Metrics/Targets	LCME Standards

6.2.1 Create a work environment that supports healthy living and work-life-family balance	**Metric:** Assess and track faculty and staff wellness health indicators/behaviors through ongoing surveys and other feedback methodologies **Target:** Establish baseline for faculty and staff wellness health indicators/behaviors by 2023	3.5, 3.6, 5.7, 12.3, 12.4
	Metric: Track institutional policies and programs available to support healthy food options, physical activity, fitness challenges, and healthy lifestyle behavior awareness behaviors **Target**: Compile report of institutional policies and programs available by 2023	3.5, 3.6, 5.7, 12.3, 12.4

	Metric: Adoption of institutional wellness policies and enhancement of programs to support healthy food options, physical activity, fitness challenges, and promote awareness of healthy lifestyle behaviors Target: The refinement of institutional policies and enhancement of wellness programs by 2025	3.5, 3.6, 5.7, 12.3, 12.4
6.2.2 Develop and sustain ongoing educational programs related to wellness	**Metric:** Number of wellness educational programs that are made available to faculty, staff and students **Target:** Compile report and establish baseline of the educational programs and sessions related to wellness by 2022	3.5, 3.6, 5.7, 12.3, 12.4
	Metric: Number of faculty, staff and students that participate in wellness themed educational sessions **Target**: Compile report of the number of faculty, staff and students that participate in wellness-themed educational sessions by 2022	3.5, 3.6, 5.7, 12.3, 12.4

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

Strategies	Metrics/Targets	LCME Standards
6.3.1 Assess the work climate to identify strengths and opportunities to enhance the organizational culture	**Metric:** Number of respondents/response rate to the AAMC StandPoint Faculty Engagement Survey **Target:** AAMC StandPoint Faculty Engagement Survey Response Rate by 2021	
	Metric: AAMC StandPoint Faculty Engagement Survey **Target**: The assessment of strengths and opportunities to enhance the organizational culture by 2021	

	Metric: The integration of Values-Based Culture elements into all leadership, faculty, and staff annual evaluation forms. [revised for 2024] **Target**: Revise form templates to include Values Based Culture elements by 2022. [revised for 2024]	
6.3.2 Reaffirm the school's commitment to a culture of collaboration and collegiality among leaders, faculty, staff, and learners [revised for 2024]	**Metric:** Candidate yield reports of underrepresented candidates diverse in background, thought, and perspective selected for faculty, staff and students. [revised for 2024] **Target**: Compile and establish baseline of underrepresented candidates diverse in background, thought, and perspective selected for faculty, staff, and students by 2023. [revised for 2024]	

	Metric: Development of programs accessible to all faculty and staff to include professional development of underrepresented faculty and staff. [revised for 2024] **Target**: Compile and establish baseline of professional development programs accessible to all faculty and staff to include underrepresented faculty and staff. [revised for 2024]	