

Tilman J. Fertitta Family College of Medicine Mission Statement

The Tilman J. Fertitta Family College of Medicine is accountable to society for improving the overall health and health care of the population of Greater Houston, Texas and beyond by:

- Educating a group of physicians who will provide compassionate, high value (high quality at a reasonable cost) care to patients, families, and communities, with a focus on primary care and other needed specialties.
- Conducting interdisciplinary research to find innovative solutions to problems in health and health care.
- Providing integrated, evidence-based, high value care delivered to patients by inter-professional teams.
- Engaging, collaborating with, and empowering underserved patient populations and community partners to improve their health and health care.

Tilman J. Fertitta Family College of Medicine Vision Statement

The Tilman J. Fertitta Family College of Medicine will be recognized nationally for educating physicians who have a deep understanding of the non-medical determinants of health and health disparities, know how to work with communities to improve their health and health care, and are experts in providing high value health care, managing the health of patient populations, and continuously improving health care delivery. We seek to graduate physicians who choose to practice primary care and other needed physician specialties in underserved (urban or rural) communities. We want to be exemplars of educating physicians from underrepresented groups, beginning with K-12 and college pre-medical pathway programs. We want to be known for conducting high impact, interdisciplinary research that contributes to improving health and health care, capitalizing on the breadth of talent and expertise present across our Tier One research university. We aspire to be outstanding in providing inter-professional team-based care to patients in surrounding communities and beyond that is integrated, evidence-based, safe and of measurable high value. Additionally, we want to be recognized for contributing to measurable improvements in the health of the underserved populations in surrounding geographic communities that are currently socioeconomically disadvantaged and have significant health disparities.

Strategic Goal: Faculty

By 2030, the Fertitta Family College of Medicine will recruit and develop additional well-rounded faculty to deliver the curriculum, provide clinical training, conduct impactful scholarly activity, and serve the college, university and community.

Objective 1.1: Update and operationalize a revised onboarding process for full-time and voluntary faculty based on job assignments and expectations by January 1, 2026.

- Outcome: 80% Faculty satisfaction with onboarding process
 - Metric: Faculty survey
- Outcome: 100% of employed faculty with teaching duties have an individualized teaching and learning portfolio.
 - Metric: Teaching and learning portfolio on file with faculty affairs

Objective 1.2: Implement a College of Medicine-sponsored continuing professional development (CPD) program, with additional high-quality faculty development offerings.

- Outcome: Increase faculty attendance at College of Medicine Grand Rounds by 30% in AY 23-24. *(Done)*
 - Metric: Grand Rounds attendance records
- Outcome: Offer at least one accredited CME activity other than Grand Rounds in AY 23-24. *(Done)*
 - Metric: Documented CME sponsorship of activity and attendance records
- Outcome: Increase faculty attendance at College of Medicine Grand Rounds by 20% per year from AY 24-25 through AY 28-29 *(Done)*
 - Metric: Grand Rounds attendance records
- Outcome: Offer a portfolio of 20 enduring, on-demand CME activities, by June 2026
 - Metric: Accessible database of 20 activities available
 - Metric: Records of faculty utilization of on-demand CME activities

Objective 1.3: Improve efficiency in faculty hiring.

- Outcome: Reduction in length of time from decision to hire a new faculty member to the issuance of an offer letter by 40% by August 2025.
 - Metric: Number of days from decision to hire to employment agreement.
 - Updating process to improve efficiency and “close holes” New personnel management committee began Q1 2025.

Strategic Goal: Curriculum

By 2030, the Fertitta Family College of Medicine will graduate compassionate and competent physicians in primary care and other needed specialties, preparing students for residency and independent practice in their chosen specialty.

Objective 2.1: Ensure that policies, procedures, and structures are in place to regularly evaluate and improve the curriculum to meet student needs and accreditation requirements.

- Outcome: Utilize Phase and Curriculum-as-a-whole reviews to ensure achievement of MEPOs
 - Metric: Implementation of complete curricular and assessment mapping by June 2026.
 - Metric: Demonstrated achievement of MEPOs through validated assessments.
 - Metric: Monitoring of action plans documented in Curriculum Committee minutes.

Objective 2.2: Demonstrate that students are meeting or exceeding national averages on key benchmarks for residency preparation.

- Outcome: USMLE Step 1 first attempt pass rate at or above national average by August 2027.
 - Metric: USMLE Step 1 first attempt pass rate by enrolled class.
- Outcome: USMLE Step 2 mean score for graduating class at or above national average by August 2028.
 - Metric: USMLE Step 2 mean score on first attempt by enrolled class.
- Outcome: Match rate for graduating senior students in their chosen specialty at or above national average for graduates of US Medical Schools by March 2028.
 - Metric: Match rate in the main NRMP match for graduating students.

Objective 2.3: Strengthen clinical training and residency preparation.

- Outcome: Recruit 110% of required preceptors and sites for Longitudinal Primary Care, Longitudinal Integrated Clerkship, Advanced Clerkships and Electives.
 - Metric: Preceptors and sites required for each clinical activity based on the number of participating students.
- Outcome: 80% student agreement with adequacy of required clinical experiences on annual COM environmental survey and AAMC instruments.
 - Metric: Percent student agreement.

Strategic Goal: Students

By 2029, the Fertitta Family College of Medicine will continue to maintain a mission-focused recruitment and increase the number of students served by pathway programs.

Objective 3.1: Develop and refine effective practices for recruiting students likely to go into primary care.

- Outcome: 50% or more of students match into residency training in primary care
 - Metric: NRMP match data.
 - Metric: QI data for admissions.
 - Metric: GQ specialty choice and intent to provide care to underserved.

Objective 3.2: Identify partners to build and augment our student pathways, including K-12 and undergraduate programs.

- Outcome: increase number of students served yearly by 20% per year.
 - Metric: Student participation data.
- Outcome: increase partner K-12 schools by 1 each year.
 - Metric: Participation agreements.
- Outcome: 80% satisfaction by SOAR program participants annually.
 - Metric: SOAR program evaluation.
- Outcome: 1 or more SOAR graduate(s) matriculate in the College of Medicine in AY 2026-27 and annually thereafter.
 - Metric: Admissions data.

Objective 3.3: Create a culture of wellness for students, including learning specialists, tutors, mentors and role models.

- Outcome: 50% of students participate in at least one wellness activity each year.
 - Metric: attendance records for wellness activities reviewed in July of each year.
- Outcome: 100% of students meet with academic support by the end of August of the M1 year.
 - Metric: Meeting records with academic support director and/or manager each year.
- Outcome: 80% of students satisfied with wellness services.
 - Metric: Student surveys (ISA, AAMC Y2Q, GQ).

Objective 3.4: Develop an effective student financial aid program that results in graduating student debt that is lower than the national average for public medical schools.

- Outcome: Debt of medical school graduates will be lower than national average for the prior academic year.
 - Metric: AAMC GQ reported indebtedness reported annually.
 - Metric: student financial aid reports of student indebtedness.
- Outcome: 10% increase in number of full and partial scholarships annually.
 - Metric: Scholarships reported by office of advancement and student financial aid.

- Outcome: 80% student satisfaction with student financial aid services.
 - Metric: Student survey results (Y2Q, GQ, ISA) reported annually.

Objective 3.5: Implement a longitudinal career advising and career readiness program that starts in orientation and continues through graduation.

- Outcome: 80% student satisfaction with career advising.
 - Metric: Student survey results (Y2Q, GQ, ISA) reported in September 2024 and annually thereafter.
- Outcome: Implementation of an enhanced career advising program in AY 2025-2026.
 - Metric: Documented student participation in career advising program, satisfaction with advising program.
- Outcome: Implementation of a required, for-credit career readiness course in AY 2025-26.
 - Metric: 100% student engagement with required activities monitored through attendance, LMS engagement, and activity completion.

Strategic Goal: Community

By 2029, the Fertitta Family College of Medicine will improve the health of the community through an engagement model with community and academic partners.

Objective 4.1: Develop an infrastructure (Health Commons) for health service, education and research partnerships to improve health.

- Outcome: Approved governance structure by July 2024.
 - Metric: Approved governance plan.
- Outcome: Implemented communication tool/system by July 2024.
 - Metric: meeting minutes documenting discussion of communication strategies and selection of tool(s)/system(s).
- Outcome: Increased external funding for operations by 10% annually (50% by 2029).
 - Metric: Percentage of program funding from grant sources.
- Outcome: Principles of Community Engagement are incorporated into the curriculum.
 - Metric: Foundational instruction included in curriculum by 2026.
 - Metric: Elective offered by 2028.

Objective 4.2: Align, support and strengthen Community Health Worker (CHW) initiatives across the College of Medicine (UHCOM) and larger university system to foster strategic partnerships and enhance visibility.

- Outcome: Improved annual CHW retention in Household Centered Care to 50% by September 2024.
 - Metric: percentage of CHW employment retention.
- Outcome: By October 2027, establish at least two strategic partnerships with CHW programs across the university to create a unified network of CHW programs.
 - Metric: Number of partnerships established.
 - Metric: Number of collaborative activities and events initiated through newly established partnerships.

Strategic Goal: Infrastructure

By 2029, the Fertitta Family College of Medicine will address infrastructure needs to promote growth and meet the mission of the College of Medicine.

Objective 5.1: Work with the UH Facilities Planning & Construction team to design, build and occupy a stand-alone state-of-the-art Biomedical Research facility with spaces facilitating innovation, collaboration and learning.

- Outcome: Occupancy of a 60,000 square foot biomedical research facility on the College of Medicine campus by January 2028.
 - Metric: Certificate of occupancy.

Strategic Goal: Research

By 2029, the Fertitta Family College of Medicine will have established a research infrastructure and agenda to facilitate research productivity among faculty and present opportunities for students to gain hands-on experience with the conduct of biomedical research.

Objective 6.1: Develop an infrastructure to support faculty research

- Outcome: Enhance grant submission processes.
 - Metrics: Extramural research grants submitted and awarded.
 - Targets: 10 submissions, 3 awards by 2024; 6 awards by 2029.
 - Metric: Extramural research funding in direct costs.
 - Targets: \$1M in research expenditures by 2024, \$2M in research expenditures by 2029.
- Outcome: Establish grant management processes.
 - Metric: Percentage of funded investigators completing effort certifications on time.
 - Targets: 75% by 2024; 100% by 2029.
 - Metric: Percentage of funded investigators completing monthly reconciliations.
 - Targets: 50% by 2024; 100% by 2029.
- Outcome: Establish platform containing pre- and post-award training modules.

- Metric: Faculty training module completions.
 - Targets: 10 in 2024; 60 in 2029.
- Outcome: Facilitate faculty contribution to scientific/scholarly literature.
 - Metric: Number of first- or last-authored manuscripts published in peer-reviewed clinical/behavioral/public health/population health journals.
 - Target: 40 articles in 2024; 80 articles in 2029.

Objective 6.2: Increase the Number of Faculty Research Mentors by 2030

- Outcome: Increase faculty engagement in mentoring medical student research projects.
 - Metric: Number of faculty research mentors recruited.
 - Targets: 40 in 2025; 50 in 2027; 60 in 2030.
 - Metric: Number of faculty-student research collaborations presentations or publications.
 - Targets: 10 in 2025; 25 in 2027; 40 in 2030.

Objective 6.3: Increase Medical Student Participation in Research by 2030

- Outcome: Expand access to research opportunities and mentorship to ensure more students engage in research during medical school.
 - Metric: Number of medical students participating in at least one research project beyond the student scholarly project (SSP).
 - Targets: 12 in 2026; 20 in 2028; 30 in 2030.
 - Metric: Number of medical students completing a research elective.
 - Targets: 12 in 2026; 20 in 2028; 30 in 2030.
 - Metric: Number of students participating in summer research programs.
 - Targets: 10 in 2026; 25 in 2028; 40 in 2030.
 - Metric: Student satisfaction with access to research.
 - Target: Achieve and sustain 80% student agreement with access to research opportunities by 2027.

Objective 6.4: Increase Student Research Dissemination and Recognition by 2030

- Outcome: Provide platforms for students to present and publish their research.
 - Metric: Number of student abstracts presented at institutional, regional, or national conferences.
 - Targets: 10 in 2025; 25 in 2027; 50 in 2030.
 - Metric: Number of student publications in peer-reviewed journals.
 - Targets: 5 in 2025; 10 in 2027; 15 in 2030.
 - Metric: Establishment of an annual medical student research symposium.
 - Targets: Symposium launch in 2025; 75 attendees in 2027; 150 attendees in 2030.
 - Metric: Student satisfaction with support for research.
 - Target: Achieve and sustain 80% student agreement with support for research opportunities by 2027.

Strategic Goal: Clinical

By 2029, the Fertitta Family College of Medicine will strengthen the primary care safety net in greater Houston through further collaboration with community-based organizations and local government entities to improve health and health equity.

Objective 7.1: Develop a network of safety net clinics in Harris County under the University of Houston brand to provide excellent primary care and behavioral health to the surrounding population and University of Houston community.

- Outcome: Achieve FQHC look alike status at the UH Health Family Care Center on the campus of University of Houston by June 2024.
 - Metric: Application submission to HRSA.
 - Target: HRSA approval of FQHC look alike status (Received May 2025).
- Outcome: Achieve FQHC status at the Family Care Center on the campus of University of Houston by June 2026.
 - Metric: Application submission to HRSA.
 - Target: HRSA approval of FQHC.

Objective 7.2: Recruit specialists to respond to the community need for greater access to specialty care through collaborations with local FQHCs and community-based organizations.

- Outcome: Expand the scope of practice at the Family Care Center and hire additional specialists by June 2029.
 - Metric: Six specialty services offered at the Family Care Center
 - Target: OB/GYN, pediatrics, psychiatry, neurology, cardiology and gastroenterology.
 - Metric: Number of specialists at the Family Care Center.
 - Target: 4 FTE obstetrician/gynecologists; 0.4 FTE neurologist; 0.4 FTE cardiologist; 1.0 FTE gastroenterology.

Objective 7.3: Collaborate with community-based organizations to expand access to preventative health services and screenings for chronic diseases in Harris County.

- Outcome: Increase the number of health fairs and community health outreach events where clinical services are provided by University of Houston faculty and student in 2024 by 10% compared to calendar year 2023. (*Achieved*)
 - Metric: Number of community health outreach events supported by University of Houston faculty and students.
 - Completed 54 events with the UH Family Care Center Team in 2024.
 - Metric: Number of services provided by University of Houston faculty and students.
 - Metric: Unique individuals served by University of Houston faculty and students at the community.
- Outcome: Enroll the Family Care Center in the Healthy Texas Women plan and Federal Family Planning Program by June 2024. (*Completed*)
 - Metric: Application submission to Texas Health and Human Services.

- Target: Texas Health and Human Services approval of the Family Care Center in the Healthy Texas Women plan and Federal Family Planning Program.