

**SCHOLL COLLEGE OF PODIATRIC MEDICINE
STRATEGIC PLAN 2007 – 2011
GOALS / STRATEGIES / ACTION STEPS / KEY RESULT MEASURES**

GOAL	STRATEGY	ACTION STEPS	KEY RESULT MEASURES	ACCOUNTABLE LEAD	CHAMPIONS	DUE-BY DATE
Goal 1: The College will be recognized as the national institution of choice for preparing foot and ankle healthcare providers.	S1-1: Matriculate students congruent with the annual enrollment plan which specifies class size, qualification profiles, diversity goals, competitive distinctiveness and additional stipulated targets.	1. Analyze attrition trends annually by monitoring student attrition from the College.	1. Provide an annual Attrition Report, including recommendations, to the Office of the Dean and the Assessment Committee	Mr. Weiland Ms. Meinhardt	Mr. Weiland	Sept 2009
		2. Analyze retention efforts provided by the College.	2. Provide an annual report, including recommendations, of retention efforts and submit results to the Office of the Dean and the Assessment Committee	Mr. Weiland Ms. Meinhardt	Mr. Weiland	Sept 2009
		3. Analyze admissions trends annually by assessing the qualifications of the incoming and graduating classes.	3. Provide an annual update to the Longitudinal Admissions Study, including recommendations to the Office of the Dean and Assessment Committee.	Mr. Weiland Ms. Meinhardt	Ms. Meinhardt	Sept 2009
		4. Align Annual Enrollment Development Plan annually with strategic plan goals and objectives.	4. Provide an annual report on enrollment recommendations to the Office of the Dean and the Admissions Committee	Mr. Weiland Ms. Meinhardt	Ms. Meinhardt	Sept 2009

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<p>Goal 1: The College will be recognized as the national institution of choice for preparing foot and ankle healthcare providers.</p>	<p>S1-2: Complete an annual educational program outcomes and support services survey of students at graduation. Produce an annual report with trend data and recommendations for program and support services improvement.</p>	<p>1. Conduct an annual assessment of graduates regarding their perception of the achievement of the College's student learning outcomes (Educational Program Effectiveness Survey).</p>	<p>1. Provide an annual report, including recommendations, to the Assessment committee regarding learning outcomes that the students feel that they are weak in.</p>	<p>Dr. Bareither</p>	<p>Dr. Bareither Mr. Weiand</p>	<p>Sept 2009</p>
		<p>2. Conduct an annual survey of graduates regarding their satisfaction with the support services provided by the university.</p>	<p>2. Provide an annual report, including recommendations, to the Dean's office summarizing the results of the student satisfaction survey.</p>	<p>Mr. Weiand</p>	<p>Mr. Weiand Dr. Bareither</p>	<p>Sept 2009</p>

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<p>Goal 1. The College will be recognized as the national institution of choice for preparing foot and ankle healthcare providers.</p>	<p>S1-3. Create annual communications plan aimed at improving communications with both internal and external constituencies with support from the University's Vice President of Institutional Advancement.</p>	<p>1. Meet with University Administration and the Director of Marketing/Communications to develop a communications plan.</p>	<p>1. Create a list of internal and external constituencies. 2. Define the communication needs of each constituency. 3. Determine the method and frequency of communications. 4. Establish target goals for communication (e.g., increase press releases regarding CLEAR activities by 10%)</p>	<p>Dr. Parsley</p>	<p>Mr. Ulbricht Dr. Albright Dr. Wrobel Dr. Mason Department Chairs</p>	<p>June 2009</p>
		<p>2. Identify existing and create new opportunities to highlight research-related activities</p>	<p>1. Create a list of media targets, including TV, print and radio. 2. Promote research activities and accomplishments to internal and external constituencies and increase media coverage/exposure by 10% in year 2 over year 1. 3. Increase Pod Casts with focused messages for consumers/public.</p>	<p>Dr. Parsley</p>	<p>Mr. Ulbricht Dr. Wrobel CLEAR faculty/staff</p>	<p>June 2009</p>

		3. Evaluate effectiveness of communication via FORWARD	<ol style="list-style-type: none"> 1. Ensure that the mission and goals of RFUMS and SCPM are understood. 2. Ensure that the direction and performance of the University are consistently communicated. 3. Assist supervisors in ensuring that their expectations for employees are clearly communicated. 4. Increase SCPM participation in FORWARD surveys by 5%. 5. Collaborate with the FORWARD Core Committee to assess the effectiveness of communication efforts. 	Dr. Parsley	Mr. Ulbricht Dr. Albright Dr. Mason Department Chairs FORWARD Core Committee	June 2009
		4. Identify and implement methods to improve internal communications	<ol style="list-style-type: none"> 1. Evaluate current organization of departments and identify steps to improve communication. 2. Conduct monthly meetings with department chairs, both as a group and individually. 3. Require monthly department meetings with follow-up reports. 	Dr. Parsley	Dr. Albright Dr. Mason Department Chairs	June 2009

			<p>4. Attend all IPMSA meetings.</p> <p>5. Attend class meetings when invited.</p> <p>6. Improve utilization of existing technology (e.g., develop Web site page for faculty, staff, students).</p>			
		5. Identify and implement methods to improve external communications	<p>1. Increase utilization of existing communication vehicles (e.g., Helix).</p> <p>2. Create new communication vehicles for external audiences (e.g., alumni newsletter).</p> <p>3. Increase communication about SCPM to external audiences, including alumni, APMA, prospective students, and governmental agencies and leaders.</p> <p>4. Create web page for the public and include FAQs, information about research, clinics, etc.).</p>	Dr. Parsley	<p>Dr. Albright</p> <p>Mr. Ulbricht</p> <p>Ms. Meinhardt</p> <p>Dr. Wrobel</p>	June 2009

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Goal 2: The College will annually refine and enhance its programs to offer distinctive learning experiences for its podiatric physicians in training.	S2-1: Define student learning outcomes and program outcomes along with appropriate assessment approaches to continuously measure progress of students, performance of programs, and to authenticate overall program quality.	1. Revise the College's Student Learning Outcomes to incorporate outcomes from the Core Components of Podiatric Competence.	1. Provide the Curriculum Committee with an updated version of the College's student learning outcomes.	Dr. Bareither		June 2009
		2. Revise the College's Educational Program Effectiveness Survey to reflect changes in the Student Learning Outcomes.	1. Provide the Assessment Committee with the results of the Educational Program Effectiveness Survey given to the Class of 2009.	Dr. Bareither		June 2009
		3. Revise syllabi to include the changes in the Student Learning Outcomes that each course/clinical experience is teaching towards.	1. Provide the curriculum committee with copies of the revised syllabi.	Dr. Bareither	Departmental Chairs	June 2009

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Goal 2: The College will annually refine and enhance its programs to offer distinctive experiences for its podiatric physicians in training.	S2-2: Design a multi-year plan for the development of a podiatric curriculum comparable with the allopathic curricular model to advance the comparability of training and reduce unnecessary curricular duplication.	1. Meet with the University Curriculum Committee to assess the feasibility of merging curriculum for inter-professional education.	1. Establish if the College can merge any comparable course work with other colleges, schools and departments of the University.	Dr. Albright	Dr. Bareither	Sept. 2009
			2. Establish a curriculum comparable to the allopathic curriculum which will allow students to successfully complete examinations comparable with the allopathic and/or osteopathic licensing examinations.	Dr. Albright	Dr. Bareither Dr. Parsley Dr. Yorath Dr. Mason	Sept 2009
		2. Evaluate the Scholl College didactic courses and clinical experiences/clerkships specific to the method of presentation, the amount of time required, the placement in the curriculum and the comparability to the allopathic curricular model.	1. Establish a "2X2" curriculum which is comparable to the allopathic model and which meets the core components of podiatric competence.	Dr. Albright	Dr. Bareither Dr. Parsley Dr. Yorath Dr. Mason	Sept 2009

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<p>Goal 2: The College will annually refine and enhance its programs to offer distinctive learning experience for its podiatric physicians in training.</p>	<p>S2-3: Advance preparation for residency training through a prescribed plan which will include early orientation, selection counseling for standardized multi-year programs and quality clinical experience for all students</p>	<p>1. Implement electronic logging system for clerkship programs.</p> <p>2. Increase awareness to P2/P3 students regarding clerkship selection, clerkship performance/expectations and residency selection.</p> <p>3. Review of program self-assessment/student evaluation of programs.</p> <p>4. Mandatory graduation requirement to include passing of Clinical Competency Examination.</p>	<p>1. Refine and enhance the utilization of the Electronic Logging System for P3/P2 students for 08/09.</p> <p>2. 100% of graduating class placed in PM&S – 24/36 with emphasis on PM&S-36 programs. Increase PM&S-36 placement 5% annually.</p> <p>3. Enhance departmental Chair awareness of student performance in core experiences and clerkships.</p> <p>4. Decrease the number of students receiving “poor” rating for complete history & physical on Residency Director Survey.</p>	<p>Dr. Yorath</p> <p>Dr. Yorath</p> <p>Dr. Yorath</p> <p>Dr. Yorath</p>	<p>Dr. Mason</p> <p>Dr. Mason</p> <p>Dr. Mason</p> <p>Dr. Mason</p>	<p>Jun 2009</p> <p>Jun 2009</p> <p>Jun 2009</p> <p>Jun 2009</p>

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Goal 3. The College will engage the community, the profession and its own alumni to advance its clinical training, research and resource development effectiveness	S3-1 Increase the participation in continuing and professional education by physicians, alumni, podiatric professionals, other health care professionals and the community to advance professional awareness, knowledge and skills in foot and ankle care.	1. Monitor the needs to reestablish the Pedorthic courses the need to re-establish, including the 3-level pre-certification course, the podiatry pre-certification course, and a certified shoe fitter course.	1. Determine whether the College should terminate the pedorthic program.	Ms. Wydeven	Dr. Jarrett	Mar 2010
		2. Continue to develop, market, and monitor the H&P course every March.	1. Meet a need for this course in the profession and increase attendance annually.	Ms. Wydeven		Jun 2009
		3. Continue to advise, facilitate, and monitor the Mid Winter program to be held the last weekend of every January.	1. Continue a long standing course and provide funding for the student activities.	Ms. Wydeven		Mar 2009

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		4. Develop additional educational opportunities for the college's alumni, other podiatrists and other medical professions, on topics of demonstrated needs and/or interest in foot and ankle care.	<ol style="list-style-type: none"> 1. Develop an External Fixation Workshop. 2. Explore developing an improved patient care program. 3. Explore developing a Certified Shoe Fitter course. 4. Develop new courses as the need arises; being a vehicle to determine viability and relevance of topics for future courses. 	MS. WYDEVEN	Dr. Parsley Dr. Jarrett Mr. Kim	Jun 2009 Jun 2009 Jun 2009 Jun 2009
		5. Work with outside organizations to provide further educational opportunities for alumni and other medical professionals	<ol style="list-style-type: none"> 1. Continue to work with Esaote PIE Medical to present ultrasound program. 2. Develop affiliations with other organizations, such as MRI facilities, etc. 	MS. WYDEVEN	Dr. Jarrett	Jun 2009

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		6. Annually renew continuing CE program accreditation	1. Keep course accredited with national organizations such as the CPME, State of Illinois Department of Professional Regulations, Commission on Accreditation of Pedorthic Education (CAPE) and the American Board for Certification in Orthotics, Prosthetics and Pedorthics (ABC)	Ms. Wydeven		Mar 2009

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Goal 3: The College will engage the community, the profession and its own alumni to advance its clinical training, research and resource development effectiveness.	S3-2: Expand the College's community service program beyond the current sites in Chicago and Lake County by adding specialized event and local service experiences for students in training and faculty.	1. Increase awareness of Scholl College's foot and ankle community service programs to stakeholders in Lake county.	1. Increase the number of community service sites in Lake County by 30%.	Dr. Gianfortune	Dr. Mason Marketing Dept. of the RFUHS	June 2009
		2. Assess the current community service programs to maximize the student to stakeholder ratio.	1. Evaluate all sites for number of patient encounters. 2. Eliminate weaker sites. 3. Expand busier sites to multiple visits per month.	Dr. Gianfortune	Dr. Mason	June 2009
		3. Increase student involvement in community service programs.	1. Divide students into 3 treatment teams per rotation.	Dr. Gianfortune	Dr. Mason	June 2009
		4. Increase number of dedicated clinicians to serve in community out-reach programs.	1. Recruit two clinicians (based on budgetary resources) who will be responsible for teaching and community service.	Dr. Gianfortune	Dr. Mason	June 2009

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Goal 3: The College will engage the community, the profession and its own alumni to advance its clinical training, research and resource development effectiveness.	S3-3: Develop and complete affiliations with quality, high volume and diverse podiatric programs and practitioners to afford more clinical experience opportunities for students, which meet the College's programmatic and student outcomes.	1. Identify potential partner sites to meet podiatric medical and surgical curricular requirements in both required and elective programs. 2. Develop an ongoing and annual plan to review existing clerkships that meet the programmatic outcomes of the College.	1. Increases in the numbers of quality elective podiatric medical and surgical programs in concert with the number of matriculating students. 2. Establish which current required podiatric medical and surgical programs best meet the needs of the new curriculum. 3. Communicate student learning expectations to program directors.	Dr. Yorath Dr. Yorath	Departmental Chairs	Jun 2009 Jun 2009
		2. Identify potential partner sites to meet non-podiatric curricular requirements in both required and elective programs.	1. Increases in the numbers of internal medicine, emergency medicine, general surgery and other experiences in concert with the number of matriculating students. 2. Ongoing review and evaluation of programs.	Dr. Yorath		Jun 2009
		3. Identify programs that provide quality educational experiences at minimal expense to the College.	1. Regular, coordinated Chair meetings to ascertain future program development and budgetary resources.	Dr. Yorath		Mar 2009

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<p>Goal 3. The College will engage the community, the profession and its own alumni to advance its clinical training, research and resource development effectiveness.</p>	<p>S3-4. Develop a comprehensive approach and related action plan to engage the alumni of the College in relationships that are valuable to both the College and the participating alumni including recruitment, teaching (including clinical clerkships), research, development, continuing education and service activities.</p>	<p>1. Meet with the University development and alumni officials to implement a plan for relationship development, to identify support needs, to perform a benefit analysis and to identify resource requirements.</p>	<p>1. Identify desired outcomes of increased alumni outreach (e.g., increase support for scholarships by 10% and identify potential new faculty members).</p> <p>2. Dedicate funds to support efforts aimed at increasing alumni participation.</p>	<p>Dr. Parsley</p>	<p>Dr. Albright Ms. Bates Ms. Vitale</p>	<p>Jun 2009</p>
		<p>2. Improve alumni databases</p>	<p>1. Update databases for College alumni.</p>	<p>Dr. Parsley</p>	<p>Ms. Bates Ms. Vitale</p>	<p>Jun 2009</p>

		3. Determine alumni expectations and needs	<p>1. Establish a focus group to assist in determining expectations and needs.</p> <p>2. Conduct meeting with the focus group at the March 2009 Midwest Podiatry Conference.</p> <p>3. Perform a survey of all alumni.</p>	Dr. Parsley	Dr. Albright Ms. Bates Ms. Vitale Alumni Association's Board of Directors	June 2009
		4. Improve and increase communication with alumni	<p>1. Create and implement a communications plan specific to alumni.</p> <p>2. Create communication vehicles for alumni (e.g., alumni web page, electronic newsletter, etc.).</p> <p>3. Create multiple points of contact with alumni (e.g., letters, meetings, social).</p>	Dr. Parsley	Dr. Albright Ms. Bates Mr. Ulbrecht Ms. Vitale Alumni Association's Board of Directors	June 2009
		5. Support increased participation with the Alumni Association	<p>1. Promote the Alumni Association through school activities (e.g., Rite of Passage, increased awareness of scholarship support).</p> <p>2. Explore complimentary membership for graduating students for a minimum of one year.</p>	Dr. Parsley	Dr. Albright Ms. Bates Ms. Vitale Alumni Association's Board of Directors	June 2009

		<p>6. Develop programs that are mutually beneficial for alumni and the College</p>	<p>1. Increase participation by alumni in CME programs by 10%.</p> <p>2. Educate alumni about SCPM priorities and plans and involve them in recruitment efforts (e.g., identify interested students, contact with undergraduate institutions).</p> <p>3. Expand Grand Rounds and invite alumni to present & participate.</p> <p>4. Work collaboratively with CLEAR in exploring possible research opportunities that involve alumni (e.g., participation in clinical trials/identification of research patients).</p>	<p>Dr. Parsley</p>	<p>Ms. Wydeven</p> <p>Ms. Bates Mr. Vitale Ms. Meinhardt</p> <p>Dr. Mason Clinical Department Chairs</p> <p>Dr. Wrobel</p>	<p>June 2009</p>
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<p>Goal 4: The College will advance clinical practice, research, service and excellence in teaching to enhance the foot and ankle health of the nation.</p>	<p>S4-1: Build the capacity for faculty research and scholarly activity through development of an annual College research plan which reports research opportunities (including wet bench, clinical trials and evidence of practice), funding sources, incentives, training and support for research and scholarly activity.</p>	<p>1. Complete and publish annual College research plan.</p>	<p>1. Annual enhancement of wet bench research. 2. Annual enhancement of clinical trials. 3. Annual enhancement of evidence based medicine protocols. 4. Annual enhancement of grant funding. 5. Annual enhancement of faculty productivity in research. 6. Annual enhancement of opportunities for student research. 7. Development of research incentives. 8. Enhancement of peer reviewed journal publications and presentations. 9. Annual recruitment of DPM/PhD candidates.</p>	<p>Dr. Wrobel</p>	<p>Basic science and clinical faculty</p>	<p>Jun 2009</p>

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<p>Goal 4. The College will advance clinical practice, research, service and excellence in teaching to enhance the foot and ankle health of the nation.</p>	<p>S4-2. Annually recruit faculty required by program needs with qualifications which include proficiency in teaching, research and scholarly activity, and competence in the contemporary standards of practice in podiatric medicine.</p>	<p>1. Assess academic and clinical faculty needs</p>	<p>1. Evaluate existing needs and project future needs based on changes to the curriculum and budgetary resources.</p> <p>2. Support continued integration of faculty with RFUMS.</p>	<p>Dr. Parsley</p>	<p>Dr. Albright Dr. Mason Department Chairs</p>	<p>March 2009</p>
		<p>2. Evaluate current faculty in regards to proficiency in teaching, research and scholarly activity.</p>	<p>1. Utilize faculty reviews and course assessments in evaluating the proficiency of current faculty.</p> <p>2. Increase faculty collaboration with CLEAR for research, presentations and publications.</p>	<p>Dr. Parsley</p>	<p>Dr. Albright Dr. Mason Department Chairs Dr. Wrobel</p>	<p>March 2009</p>

		3. Ensure competence in the contemporary standards in podiatric medicine.	<p>1. Provide sufficient funds, if available, and time for faculty to participate in CME programs.</p> <p>2. Promote and assist in identifying additional avenues for faculty to obtain CME credits, including SCPM and RFUMS programs.</p>	Dr. Parsley	Dr. Albright Dr. Mason Department Chairs Ms. Wydeven	March 2009
		4. Develop annual summary of positions filled, and the qualifications desired and satisfied.	1. Create electronic annual summary of the positions filled, the qualifications desired and the position holder's qualifications that match.	Dr. Parsley	Dr. Albright Dr. Mason Department Chairs	March 2009
		5. Recruit faculty based on program needs.	<p>1. Create a database identifying qualified candidates for possible consideration for faculty positions.</p> <p>2. Develop and cultivate new leads for faculty.</p>	Dr. Parsley	Dr. Albright Dr. Mason Department Chairs	March 2009

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Goal 4: The College will advance clinical practice, research, service and excellence in teaching to enhance the foot and ankle health of the nation.	S4-3: Identify, plan and submit a written report annually summarizing College faculty research productivity and highlight the conduct of innovative and cutting edge research in the field of podiatric medicine being conducted at Scholl College.	1. Produce an annual report on research activities at Scholl College which is distributed to internal and external stakeholders.	1. Annual research productivity which notes increase in grant-writing, funded research, publications in peer-reviewed journals, presentations, student research programs, faculty productivity, clinical trials, interprofessional collaborations and innovative research.	Dr. Wrobel	Basic science and clinical faculty	2Q 2009

**ROSALIND FRANKLIN UNIVERSITY OF MEDICINE AND SCIENCE
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Goal 4: The College will advance clinical practice, research, service and excellence in teaching to enhance the foot and ankle health of the nation.	S4-4: Integrate the College's clinical academic programs with the Rosalind Franklin University Health Systems (RFUHS) to promote quality health care through excellence in clinical education, research and community service.	1. Integration of Scholl College's "2x2" curriculum into Rosalind Franklin University Health System's podiatric medical and surgical clinic.	1. Enhanced clinical experience as outlined by composite student clinical evaluations.	Drs. Yorath/Mason	Dr. Yorath and Clinical Departmental Chairs	June 2010
		2. Recruitment of PM&S-36 (or equivalent) trained faculty into the clinical podiatric medical and surgical program.	1. 100% PM&S-36 trained podiatric physicians (or equivalent) by 2015.	Drs. Yorath and Mason		June 2010
		3. 100% faculty participation in practice plan.	1. Increase clinical volume to support faculty practice. Implement annual assessment of volume and procedure database.	Drs. Yorath/Mason	Dr. Yorath and Clinic Marketing Dept.	July 2010
		4. Provision of mechanism for CLEAR to treat patients and work within RFUHS clinics, including incorporation of clinical trials into this system.	1. Increase clinical trials in RFUHS by 10%	Drs. Yorath/Wrobel	Dr. Wrobel	Jun 2009

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Goal 5: The College will invest in its facilities, faculty, staff, scholarship and infrastructure while achieving a sound financial condition.	S5-1: Contain the cost of education for students by enhancing the value of the College grant and scholarship program by 10 percent per year for each of the next 5 years.	1. Meet with the President of RFUMS to establish a Scholl College development plan.	1. Execute a Scholl College specific fund development plan.	Dr. Albright	University's Departments of Institutional Advancement and Alumni Affairs. Dr. Parsley	Dec 2009
		2. Establish a plan to develop full tuition scholarships to attract highly competitive students.	1. The establishment of four scholarships in the next five years.	Dr. Albright	Dr. Parsley	Jun 2009
		3. Meet with the College's Scholarship Committee and Director of Recruitment, semiannually, to ensure maximization of funding dollars to attract and retain competitive students.	1. Annually execute a plan that increases scholarships for qualified students.	Dr. Albright	Dr. Becker Ms. Meinhardt Mr. Daun	Mar 2009
		4. Expand the major gifts programs in coordination with the University's Office of Institutional Affairs.	1. Increase awareness of the College's Stickel Society. 2. Identify new and re-new donor support.	Dr. Albright	Ms. Bates Dr. Ulbrecht Mr. Russell Dr. Parsley	Jun 2009

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| | | | <ol style="list-style-type: none">3. Publicly recognize and profile Stickel donors.4. Involve alumni in scholarship fundraising.5. Re-cultivate campaign which recognizes 50 year graduates.6. Develop gift strategies and actions that increase annual and planned giving for student scholarships. | | | |
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Goal 5: The College will invest in its facilities, faculty, staff, scholarships and infrastructure while achieving a sound financial condition.	S5-2: Stabilize the cost of education to students and mitigate student debt through limiting tuition increases to no more than 5 percent annually over the next 5 years.	1. Establish a finalized budget for 2008-2009 that addresses limiting tuition increases, maximizes a 3.45% increase over last year's contribution to the University and enables the College to carry out its programmatic and student outcomes.	1. Complete budget projections that reflect a 30% contribution to the University on net income.	Dr. Albright	Department Directors and Chairs	Mar 2009
			2. Limit tuition increases to fewer than 5%.	Dr. Albright		Mar 2009
			3. Remove duplication and create efficiencies within the College's infrastructure.	Dr. Albright	Department Directors and Chairs	Mar 2009

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Goal 5: The College will invest in its facilities, faculty, staff, scholarships and infrastructure which achieving a sound financial structure.	S5-3: Annually allocate budget resources to key strategies of the College strategic plan.	1. Communicate budget planning and parameters for each academic year.	1. Establish venues to define the College's budget planning process to administrators, department directors, Chairs and staff prior to the budgeting process.	Dr. Albright		Jan 2009
		2. Clearly articulate the priorities necessary in allocating the budget resources to support the strategic plan and programmatic outcomes.	2. Establish individual planning meets with administrators, directors and chairs.	Dr. Albright		Feb 2009