Our strategic vision
2013–2017
The University of Texas Health Science Center at San Antonio
Making Lives Better through Excellence

Because of the efforts of faculty, students and staff, supported by our community partners, The University of Texas Health Science Center at San Antonio is a comprehensive academic health center and a Tier One research university. In today’s complicated health care environment, collaborations and partnerships are essential to our success. Our ambition is for the UT Health Science Center to be recognized among the elite academic health centers in our country.

The Strategic Plan outlined herein serves as a compass for our work. This road map aligns us with the goals of The University of Texas System’s *Framework for Advancing Excellence*. Faculty, staff, students and community leaders have been engaged to develop this comprehensive Plan that we will be proud to implement across all of our campuses in San Antonio and South Texas.

The Plan addresses strategies in the following areas: education, research, health care, community engagement and organizational effectiveness. It provides a plan of action while requiring ongoing assessments of progress. The Plan will likely require adjustments in several areas in order to maximize success, for example, in the area of the rapidly evolving South Texas programs.

With your continuing support, we will reach our goals in all of our mission areas: teaching, discovery, healing and service. Thank you for traveling on this exciting journey with us.

William L. Henrich, M.D., MACP
President
Professor of Medicine
UT Health Science Center at San Antonio
Our Mission

The mission of The University of Texas Health Science Center at San Antonio is to make lives better through excellence in education, research, health care and community engagement.

Strategies for achieving this mission are:

**Education**
Educating a diverse student body to become excellent health care providers and scientists.

**Research**
Engaging in research to understand health and disease, and to commercialize discoveries, as appropriate, to benefit the public.

**Health Care**
Providing compassionate and culturally proficient health care, and influencing thoughtful advances in health policy.

**Community Engagement**
Engaging our community to improve health.

**Organizational Effectiveness**
Striving for excellence, innovation, quality and professionalism in an effective and efficient manner.
Our Vision

The University of Texas Health Science Center at San Antonio is committed to being a leading institution in four equally valued and inter-related activities: education, research, health care and community engagement. Success within our mission requires strategic integration of all disciplines across the University. We will promote our mission by recruiting and retaining world-class individuals, and striving for excellence, innovation, quality and professionalism. Our goal is to continue to be recognized as a highly accomplished and respected University and a valued asset to the community.

Accountability

We are committed to responsible and transparent stewardship of University resources.

Diversity

We strive for inclusivity across the University.
Our Core Values

To achieve our mission, the Health Science Center is committed to:

- **Excellence**: We continue to strive for excellence through creativity, innovation and dedication.
- **Innovation**: We discover, create, develop and measure new, exciting and effective methods of education or pedagogy, research and clinical care.
- **Professionalism**: We will maintain the highest standards of professionalism through ethical behavior, lifelong learning, and respect for all members of the University.
- **Teamwork & Collaboration**: We support each other and promote interprofessional collaboration.
- **Tradition**: We learn from our history, create an optimistic future and promote the unique nature of the Health Science Center environment.
- **Integrity**: We are truthful, equitable, and committed to intellectual honesty.
Ours is a story of learning.

Education

*Educating a diverse student body to become excellent health care providers and scientists.*
Goal 1

Develop creative, engaging and meaningful learning experiences for students through innovative, experiential and leading edge technology.

**Strategies**

1. Construct an Academic Learning and Teaching Center to provide flexible classrooms with modern technology, including more sophisticated and computerized testing experiences of a student’s knowledge, skills and values; and, settings designed to facilitate interprofessional education experiences.

2. Adopt an environment of continuous quality improvement to evaluate and strategically enhance curricula with state-of-the-art instructional technology.

3. Develop a centralized resource area to assist faculty with instructional development design and to share innovative instructional technology.

4. Develop a plan for faculty development integrating and delineating the roles between the schools, Office of the Vice President for Academic, Faculty and Student Affairs, and Academic Technology Services.

5. In collaboration with the academic community, enhance the opportunities for eLearning and distance education courses and degree programs delivered either entirely online or in a hybrid model.
Goal 2

Design and strengthen curricular programs to meet and anticipate the future needs of the workforce and community.

Strategies

1. Expand and enhance curricula in new and emerging areas, such as interprofessional learning, translational science, prevention and community/population health.

2. Emphasize active, engaged, self-directed and contextual learning that promotes continuous development of lifelong learning skills.

3. Educate clinically and research-oriented students to understand the scientific basis of health care and to appreciate the central role of biomedical and behavioral research in advancing health care.

4. Develop and enhance collaborative multidisciplinary and interprofessional education programs.

5. Design, implement and evaluate innovative curricula aligned with professional accreditations and regulatory requirements to meet current and future workforce demands.

6. Expand interprofessional community/population health care experiences designed to enhance health care experiences for students.
Goal 3

Instill in students professionalism that reflects the highest standards of the health profession and science, and acknowledges the diversity of the general population.

Strategies

1. Implement programs that will enhance cultural diversity.

2. Enhance student recruitment strategies and identify funding opportunities through scholarships, awards, work study and grants to reduce student debt burden.

3. Foster a culture for students to adopt self-care principles, practices and programs.

4. Strengthen and develop innovative plans to shorten degree time for Ph.D. students, and provide career advising. Set clear criteria and expectations in an agreement between the student and department regarding the completion of the program.

5. In collaboration with the academic community and the student body, develop a career counseling and career advising network of alumni and other professionals to assist graduates with transition to their chosen professional career.
Goal 4

Attain international/national stature for key academic programs and a reputation for faculty excellence.

Strategies

1. Explore opportunities with sister institutions and within the Health Science Center for developing and/or growing dual degree programs for students to be better positioned as leaders in health care.

2. Cultivate and reward teaching excellence.

3. Strengthen the faculty performance review process to identify and incorporate standards for quality teaching, and link performance evaluations to compensation.

4. Recruit and retain high caliber and professional faculty and staff.

5. In collaboration with the academic community, develop the 21st century Library as a national resource and research center for students and faculty.
Ours is a story of discovery.

Research

Engaging in research to understand health and disease, and to commercialize discoveries, as appropriate, to benefit the public.
Strategies

1. Continue to support current research strengths in adult/children cancer, aging, diabetes, health disparities and neurosciences.

2. Continue to enhance the aging program at the South Texas Research Park.

3. Renew the NCI-designation at the Cancer Therapy & Research Center.

4. Develop a rigorous review process for research centers and institutes.

5. Establish endowed chairs in research.

6. Develop several new areas of significant research strength that are aligned with regional health care problems in the next five years, such as early cognitive development and the environment, obesity and nutrition, outcomes for research and safety, stem cell, and women’s health, children and wellness.

7. Develop the South Texas Research Facility into a leading, collaborative, translational research environment.

8. Build an effective Office of Clinical Research, and enhance clinical trial operations by fostering development of clinical research units in the new clinical buildings and enhancing opportunities for junior and mid-career faculty to complete research training.

Goal 1

To sustain excellence, target research efforts to ensure strategic investments have the maximum impact on advancing human health with special attention to regional health care issues.
Goal 2

Recruit and nurture the next generation of basic and clinical scientists into the institution’s priority research themes.

Strategies

1. Target recruitment into existing and new areas by recruiting newly educated graduates from programs, and identify and recruit promising graduates who are in the educational pipeline, and support career development, including post-doctoral research and specialty training.

2. Implement mechanisms to increase quantity and quality of submitted grants.

3. Establish and/or utilize metrics to assess research productivity and strategically maximize research resources.

4. Leverage The University of Texas System’s STARS funds to recruit and retain new and established investigators.

5. Identify new revenue streams to fund research, including enhancing philanthropic efforts; partnering with the military; and, promoting business innovation research and industry partnerships.
Goal 3
Enhance and expand research technology and infrastructure.

Strategies

1. Establish a medical informatics function to integrate electronic medical records with research data.

2. Expand NextGen/bioinformatics to increase number of investigators using advanced bioinformatics approaches.

3. Increase research core usage by investigators and target new technologies to be competitive.

4. Expand capabilities in bioinformatics through institutional enhancement of existing facilities and people.

5. Increase the amount of resources that support research initiatives by establishing a faculty learning community to enhance research and clinical skills, and to establish a formal research mentoring program to assist faculty with scholarly endeavors.

6. Expand South Texas Technology Management capabilities in technology transfer, industry collaboration and new venture creation and incubation to enhance commercialization of research discoveries to benefit patients, the institution and the public.
Goal 4

Leverage collaborative opportunities within the Health Science Center and across The University of Texas System to advance basic, clinical and translational research programs.

Strategies

1. Promote collaborative sessions within the Health Science Center in areas with critical mass and requests for applications to secure funding for health sciences research, clinical safety and effectiveness research.

2. Establish new collaborations among clinical and basic scientists to benefit the health of patients and population.

3. Collaborate with The University of Texas System and its institutions on the CTSA, Core Collaborative Project, and the research cyber infrastructure.
Health Care

Providing compassionate and culturally proficient health care, and influencing thoughtful advances in health policy.
Goal 1
To provide compassionate and excellent health care to the public and community.

Strategies

1. Focus our health care on the priority needs of the community and society, and develop service lines with institutional and hospital partners to enhance the quality and delivery of specialty care.

2. Conduct a comprehensive review of current health care activities, so current financial support and space can be leveraged to invest in priority health care areas and community needs.

3. Develop consistent criteria between all schools to reward performance and incentivize those who provide health care.

4. Partner with a hospital partner to develop a geographically serving, comprehensive ambulatory network anchored with a state-of-the-art, free-standing academic-based children’s hospital that will serve the needs of our community, region and the nation.

5. Broaden community partnerships across settings and life spans.

6. Establish a commercial Accountable Care Organization (ACO) model and explore development of ACO models with hospital partner(s).
Goal 2

Expand primary care which is key to meeting comprehensive health care needs, promoting health literacy, healthier lifestyles and preventive care, and to expand the source of referrals within the Practice Plans of the individual schools.

Strategies

1. Expand health promotion and primary care services tailored to meet the needs of our patients and community.

2. Develop innovative and interprofessional models for delivery of primary health care utilizing different types of providers.
Goal 3

Expand the growth of the Practice Plans by increasing patient volumes and revenues.

Strategies

1. Develop our plans to be the destination of choice for health care in our region, thereby increasing patient volumes and activities.

2. Establish processes in our Practice Plans for effective coordination and integration of care for our patients with our institutional and hospital partners.

3. Develop a marketing plan to communicate our services to patients, the community and region.

4. Develop alternative reimbursement methodologies that reward quality outcomes and efficiencies.
Goal 4

Pursue system engineering initiatives and research to improve patient safety outcomes, quality and efficiency of care.

Strategies

1. Use technology to improve patient care, reduce errors and improve quality of care.

2. Recruit and invest in personnel skilled in system improvement and analytics for evaluating patient safety, quality and efficiency of care.

3. Prepare for implementation of health care reform and explore novel opportunities of health care delivery.
Ours is a story of serving.

Community Engagement

Engaging our community to improve health.
Goal 1

Improve the health literacy, prevention and optimal management of chronic diseases in our community and South Texas.

Goal 2

Continue to promote plans to secure federal, state and community endorsement for funding institutional priorities.

Strategies

1. Inform and educate the community on health care issues.

2. Identify health problems deemed mutually important to the community and institution; work together to create sustainable interventions that can be evaluated.

3. Inspire science literacy and community awareness in the community and South Texas region.

4. Develop clinical teams and train students to meet the needs of the community.

5. Broaden community organization partnerships across settings and developmental groups.

Strategies

1. Effectively represent, promote, coordinate, and enhance the funding and legislative policy priorities of the Health Science Center before the federal, state, local and county governments, and other entities that support our funding priorities.
Ours is a story of commitment.

Organizational Effectiveness

Striving for excellence, innovation, quality and professionalism in an effective and efficient manner.
Goal 1

Create an effective and efficient organizational structure and governance model that supports collaboration and drives changes while fostering trust, enhancing communication and cooperation.

Strategies

1. Conduct external reviews of the institution’s organizational, operational and administrative structures to strengthen the organization’s structure and to support collaboration.

2. Review and strengthen plans to provide for holistic external reviews of each school.

3. Create a long-term strategy for implementing The University of Texas System-wide shared operational systems.

4. Develop criteria to assess and improve academic, research and administrative space utilization and strategies, including productivity indices and review of space utilization policies.

5. Evaluate administrative processes, policies and practices for efficiencies to enhance administrative processes, policies and practices.

6. Develop dashboard tools to assist management with defining and monitoring key accountability metrics in order to proactively improve operations, performance and decision-making processes.

7. Engage a consultant to evaluate the appropriate staffing levels and benchmarking metrics for development personnel performance.
Goal 2

Cultivate a culture that will attract and maintain the most engaged people committed to achieving the mission of the institution through individual effort and teamwork.

Organizational Effectiveness

Strategies

1. Enhance compensation strategies for faculty and administrators to reward and incentivize performance.

2. Strengthen the performance management process through enhancing annual performance evaluations that better define performance expectations, levels and participation; enhance and standardize performance evaluations for faculty, administrators and staff.

3. Improve post-tenure review to better differentiate performance levels and enhance excellence.

4. Develop or strengthen strategies that assure a rigorous selection and appointment process to recruit outstanding vice presidents, deans and department chairs.

5. Develop a leadership development program for chairs, faculty and staff to promote career advancement and professional growth and development.

6. Make strategic investments in key development personnel and operations to increase private revenue to provide high quality professional development officers, when needed, through the Renewal of Strength in Numbers philanthropy initiative.
Organizational Effectiveness

Goal 3

Strategize ongoing institutional communications endeavors that showcase to audiences, local to international, the pre-eminent brand, program excellence and achievements of the UT Health Science Center by developing a comprehensive communications and marketing plan.

Strategies

1. Establish an institutional communications and marketing task force to develop and coordinate a communications and marketing plan for all Health Science Center components, based on appropriate and current marketing research, that supports student enrollment, patient volumes, recruitment of faculty and staff, increased research and philanthropic funding, and public involvement.

Goal 4

Develop a financial plan and community support to sustain and advance the institution’s missions.

Strategies

1. Work with The University of Texas System office to pursue The University of Texas System initiatives to promote and enhance efficiency and effectiveness in higher education.

2. Develop a financial plan that maximizes return on institutional investments in education, clinical and research missions and supports the advancement of the Health Science Center strategic initiatives.

3. Develop and implement a multi-year philanthropy business plan demonstrating a balanced and effective development program, with appropriate targets and goals tied to the institutional strategic plan, comprising a higher percentage of institutional expenditures, with a goal of being top performer among peer groups.
Goal 5

Apply innovative information technology solutions that enhance operational efficiency, strengthen fiscal stewardship and enable academic, clinical and research excellence.

Strategies

1. Maintain a portfolio of information technology solutions and core competencies that incorporate innovation, stability, and compliance in support of the institutional mission and with a strong orientation around the needs of each unique user-community.

2. Facilitate the creation of an enterprise governance model that effectively evaluates, prioritizes, selects, and implements information technology investments in alignment with the strategic plan while promoting fiscal stewardship and sustainability.

3. Leverage existing information technology investments and capabilities across the University to further enhance institutional productivity, efficiency and effectiveness.

4. Enable an enterprise analytics competency that more fully supports the reporting and metrics needs of finance, operations, clinical, research and academic disciplines.

Goal 6

Update facilities to meet the needs of the institution and new regulatory standards and requirements.

Strategies

1. Develop a priority plan for upgrades to facilities and property to meet the space needs of individual programs and the institution, including upgrades needed to meet current regulatory requirements and to replace building systems that have reached the end of their life cycles.

2. Develop a future strategic plan for the Texas Research Park.
Ours is a story of making lives better.