Thank you for your support and dedication to The University of Texas Health Science Center at San Antonio. Without you, this comprehensive academic health center and Tier One research University would not be what it is today. I am confident that as a team, we will take this University to the next level of excellence.

The Strategic Plan will serve as our compass, guiding us on our journey and on a direct path toward even greater achievements in the coming years. 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.

The Strategic Plan reflects projected outcomes in the following areas: education, research, health care, community engagement, and organizational effectiveness. It provides a plan of action and requires ongoing assessments of our progress.

With your continued support, we will reach our goal of becoming the nation’s finest academic health sciences center. Together, we are truly making a difference in the future of health. Thank you for traveling on the journey with us.

Kenneth L. Kalkwarf, D.D.S, M.S
President ad interim
October 2012
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.

Our Core Values

To achieve our mission, The University of Texas Health Science Center at San Antonio is committed to:

- **Accountability** – We are committed to responsible and transparent stewardship of University resources.

- **Diversity** – We strive for inclusivity across the University.

- **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.

- **Integrity** – We are truthful, equitable, and committed to intellectual honesty.

- **Professionalism** – We will maintain the highest standards of professionalism through ethical behavior, life-long learning, and respect for all members of the University.

- **Teamwork and 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.
Mission Statement

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.
Education

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

**Strategy 1** Develop creative, engaging and meaningful learning experiences for students through innovative and leading edge technology.

**Goals**

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 on-line or in a hybrid model.

**Strategy 2** Design and strengthen curricula programs to meet and anticipate the future needs of the workforce and community.

**Goals**

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 research in advancing health care.

4. Develop and enhance collaborative multidisciplinary graduate programs.
5. Design, implement and evaluate innovative curricula aligned with professional accreditations and regulatory requirements to meet current and future workforce demands.

**Strategy 3**  Instill in students professionalism that reflects the highest standards of the health profession, and mirrors and acknowledges the diversity of the general population.

**Goals**

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.

**Strategy 4**  Attain national stature for key academic programs and a reputation for faculty excellence.

**Goals**

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.
Research

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

Strategy 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.

Goals

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 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.

Strategy 2  Recruit and nurture the next generation of basic and clinical scientists into the institution’s priority research themes.

Goals

1. Target recruitment into existing and new areas by recruiting newly educated trainees as they graduate 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 small business innovation research and industry partnerships.

**Strategy 3  Enhance and expand research technology and infrastructure.**

**Goals**

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 though 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.

**Strategy 4  Leverage collaborative opportunities within the Health Science Center and across The University of Texas System to advance basic, clinical, and translational research programs.**

**Goals**

1. Promote collaborative sessions within the Health Science Center in areas with critical mass and requests for applications (RFAs) 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.

Strategy 1  To provide compassionate and excellence in health care to the public and community.

Goals

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 incentivized those who provide health care.

4. Partner with a hospital partner to develop a geographically, 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).

Strategy 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.

Goals

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

2. Develop an interprofessional model for delivery of primary health care utilizing different types of providers.

Strategy 3  Expand the growth of the Practice Plans by increasing patient volumes and revenues.

Goals

1. Develop plans to increase patient volumes and activities for our health care 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.

**Strategy 4**  
**Pursue system engineering initiatives and research to improve patient safety outcomes, quality and efficiency of care.**

**Goals**

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.
Community Engagement

*Engaging our community to improve health.*

**Strategy 1**  
Improve the health literacy, prevention, and optimal management of chronic diseases in our community and South Texas.

**Goals**

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.

**Strategy 2**  
Continue to promote plans to secure federal, state and community endorsement for funding institutional priorities.

**Goals**

1. Effectively represent, promote, coordinate, and enhance the funding and legislative policy priorities of the Health Science Center before the Texas Legislature, the U.S. Congress, local city and county governments, and other entities who support our funding priorities, such as, chambers of commerce, economic development corporations, San Antonio and South Texas Border Region advocacy organizations, other institutions of higher education, especially health related institutions, and other local, regional and national advocacy associations and organizations.
Organizational Effectiveness

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

Strategy 1  Create an effective and efficient organizational structure and governance model that supports collaboration and drives changes while fostering trust, enhancing communication and cooperation.

Goals

1. Conduct external reviews of the institution's organizational operational and administrative structure to strengthen the organizational 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 dash boarding 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.

Strategy 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.

Goals

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 department chairs.

5. Develop a leadership development program for 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.

**Strategy 3** Strengthen ongoing institutional communication endeavors to showcase to audiences, local to international, the preeminent brand, program excellence and achievements of the UT Health Science Center by developing a comprehensive communication and marketing plan.

**Goals**

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

**Strategy 4** Develop a financial plan and community support to sustain and advance the institution’s missions.

**Goals**

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.
Strategy 5  Apply innovative information technology solutions that enhance operational efficiency, strengthen fiscal stewardship, and enable academic, clinical, and research excellence.

Goals

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.

Strategy 6  Update facilities to meet the needs of the institution and new regulatory standards and requirements.

Goals

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 strategic plan for the development, enhancement and sustainment of programs at the Texas Research Park.

Please provide any comments and feedback to: knight@uthscsa.edu

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