



STRATEGIC PLAN 2023–2027

POSSIBILITY AND PROMISE

DISCOVERING ENDLESS POSSIBILITIES TO DELIVER
THE PROMISE OF A HEALTHIER TOMORROW

THE UNIVERSITY OF TEXAS HEALTH SCIENCE CENTER AT SAN ANTONIO



UT Health
San Antonio

MAKING LIVES BETTER THROUGH EXCELLENCE

The University of Texas Health Science Center at San Antonio, also called UT Health San Antonio, is a leader in education, patient care and biomedical science and is dedicated to improving the health and well-being of our entire community. We are continuing on our ambitious journey of excellence by launching our five-year strategic plan entitled “**Possibility and Promise.**”



This strategic plan seeks to sustain UT Health San Antonio’s remarkable trajectory of growth in scale and excellence while continuing to bring to San Antonio and South Texas the benefits of academic medicine, an effort which creates new leaders in health and science, provides breakthrough discoveries that advance personalized medicine, and delivers new treatments and cures for diseases that disproportionately affect the population we serve.

The work done at UT Health San Antonio is vital for good health both today and tomorrow. Our passion to serve is animated by a sincere spirit of collaboration as we endeavor to create new achievements in education, research and health with our promise to make lives better for all.

William L. Henrich

William L. Henrich, M.D., MACP
President
Professor of Medicine
UT Health 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.

OUR VISION

To be a world-class academic health center transforming health and health care for a diverse society.

OUR CORE VALUES

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.

TRADITION

We learn from our history, create an optimistic future and promote the unique nature of the health science center environment.

TEAMWORK & COLLABORATION

We support each other and promote interprofessional collaboration.





A MEANINGFUL IMPACT

The five-year strategic plan is designed to meet the growing needs of Texans with the understanding that we are living, working and learning in transformative times. To deliver on our mission and vision in a rapidly growing and very diverse market, we will maximize our collective impact and continue to focus on excellence in all that we do to make a meaningful impact. Possibility and Promise, our strategic plan, is designed to:

- Improve the overall health of the population with a focus on the diverse population of our region.
- Transform health care delivery by integrating our research and clinical strengths and our nationally leading academic programs.
- Evolve the learning experience to optimize educational value.
- Be a national leader in employee engagement.
- Lead in making high-impact, innovative discoveries.
- Build a high-performing and value-driven academic health center and workforce.
- Promote our thought-leadership to build our national presence and shape policies impacting South Texas.

SIGNATURE EFFORTS

The five-year strategic plan is a multiphase and multidimensional road map outlining methodologies to create greater value for faculty, staff, students, patients and community partners, enabling UT Health San Antonio to deliver on our missions effectively and efficiently.

Possibility and Promise 2023-2027 outlines six main strategic priorities spanning our missions of education, research and patient care. Within each mission area, we have specific strategic goals that are informed and guided by these priorities. Delivering on this promise takes a concerted effort — with every member of our university community working together on a set of shared priorities to meet our significant growth goals.

Expand multidisciplinary clinical services

Expansion of clinical services to include the building and opening of The UT Health San Antonio Multispecialty and Research Hospital, as well as the opening of the UT Health San Antonio Outpatient and Surgery Center at Kyle Seale Parkway.

Open the new University of Texas School of Public Health at San Antonio

Drive innovation, educate public health professionals and grow UT Health San Antonio’s integration with public health policy to impact our diverse community.

Grow research funding in focused areas

Target increased research funding and expand clinical research efforts in major diseases that impact disproportionately the unique population of South Texas to include cancer, aging and the diseases of aging, brain health and neurosciences.

Deliver outstanding academic programs

Develop and graduate the next generation of leaders in their respective fields and be acknowledged nationally for our innovative approach to teaching.

Be an employer of choice

Lead in employee recruitment, retention and development efforts fostering an engaged culture, diversified talent, leadership development, career opportunities and employment branding.

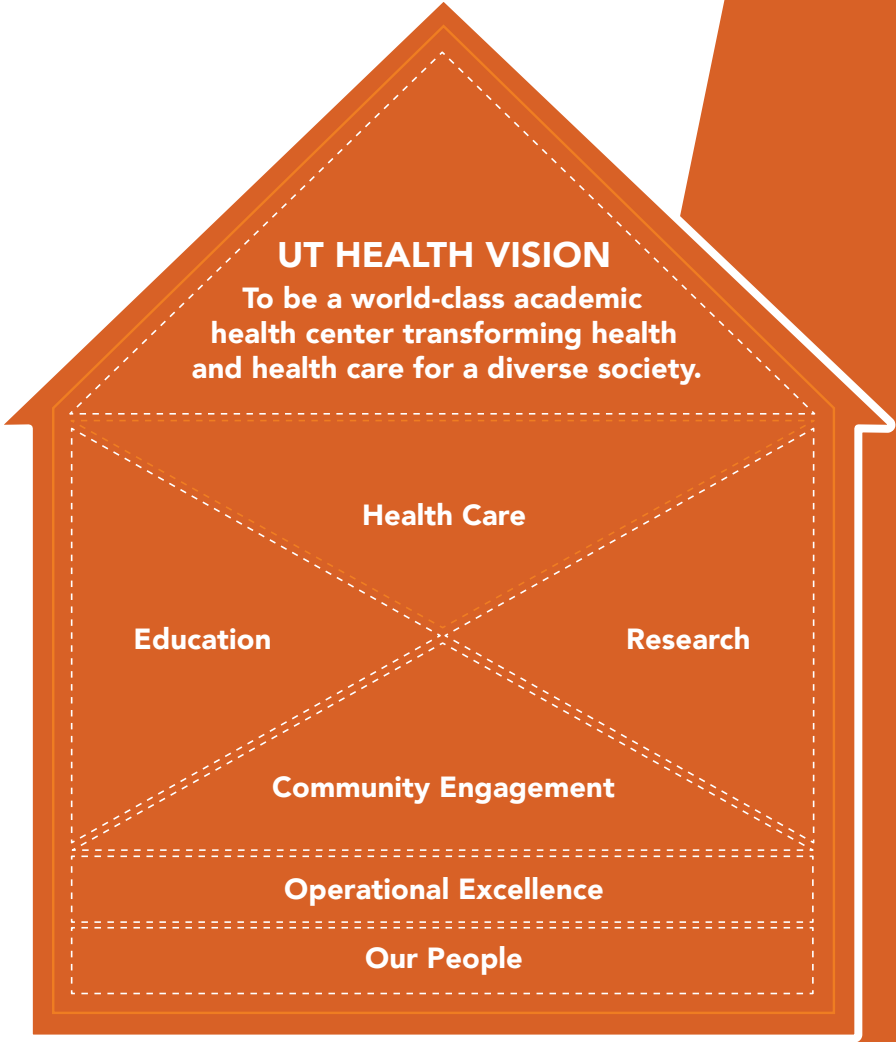
Grow research space and programming

Meet the growing needs of research programming and the expansion of research initiatives to include new buildings for biomedical research, as well as brain health-related and additional vivarium lab capacity.

STRATEGIC FRAMEWORK

A strategic framework serves as a visual outline that helps organize and demonstrate the relationship between our mission, strategic pillars and the foundational tenets that are required to execute the strategic plan.

- Our framework resembles a house to include the foundation (or tenets) on which our goals are built and serves as an outline of the structure of how our plan comes together. The pillars ladder up to our vision. Our strategy is like building a house and the framework is our blueprint.
- Strategic pillars reflect the core missions of the institution. These mission pillars of education, research, health care and community engagement have distinct imperatives incorporating aspirations, goals and commitments of the broader institution.
- Foundational tenets are the shared institutional dependencies on which the vision is built and implemented. Foundational tenets cross and impact all aspects of the organization.





EDUCATION

PILLAR

Be the university of choice for educating health professionals and scientists focused on transforming health and health care for all.

Develop programs and recruitment strategies that are reflective of and responsive to the diverse communities we serve.

Become a national destination for high-performing faculty, learners and staff, engaged interprofessionally in leading scholarship, discovery and practice.

Pioneer innovative educational approaches to prepare and mentor health professionals and scientists to positively impact society as leaders in their fields.

Build an inclusive and holistic educational community centered around personal, academic and professional growth and personal wellness.

RESEARCH

PILLAR

Be an international leader in making high-impact, innovative discoveries that improve human health, equity and the health care delivery system.

Attract, incentivize and retain high-potential and high-performing research faculty and teams.

Expand discovery in targeted and emerging research areas across the research continuum to create new knowledge, treatments and patents.

Grow translational and clinical research, including leveraging the expanded clinical and community footprints.

Increase inclusive, collaborative, multidisciplinary research and community partnerships.





HEALTH CARE PILLAR

Provide innovative, accessible, patient-centered care reflective of community needs, with outstanding health outcomes for all.



Deliver industry-leading outcomes with great experience, access, service and safety.

Grow and optimize capacity and care models to meet the needs of the community.

Keep priorities aligned to institutional and community objectives while achieving financial sustainability.

Attract, incentivize and retain high-performing, resilient, empowered caregivers and workforce.



COMMUNITY ENGAGEMENT

PILLAR

Lead and collaborate with our communities to understand and support their needs and drive measurable and equitable impact that improves health and quality of life.



Reflect the diversity and priorities of the constituencies we serve across strategic pillars, our people and partnerships.

Maximize alignment between community health priorities and UT Health San Antonio’s signature strengths.

Be a trusted source on public health in the South Texas community.



OPERATIONAL EXCELLENCE

TENET

Fuel innovation and strategic growth through operations and infrastructure that deliver high-performance outcomes, build resilience against disruptions and steward resources.

- Increase quality and timeliness of decision-making through data-driven analytics.
- Deliver reliable, excellent outcomes for key internal and external stakeholders (e.g., faculty, learners and patients) through improved process efficiency, agility and resilience.
- Fuel current and future growth with scalability and accountability of fiscal performance.

OUR PEOPLE

TENET

Be a leader in the attraction, development, well-being and engagement of diverse, high-performing talent and a mission-driven workforce.

- Support UT Health San Antonio’s need to grow, lead and serve sustainably.
- Create an inclusive environment for success where employees are engaged, mentored, empowered and developed.
- Deliver competitive offerings and employee value proposition to build and retain a high-performing, diverse workforce.
- Provide access to development and opportunities, ensuring higher engagement to drive institutional impact.





Discovering endless possibilities to deliver the promise of a healthier tomorrow

UT Health San Antonio's five-year strategic plan drives the university into the forefront of higher education, research and health care, benefiting the citizens of San Antonio, Bexar County, Texas and beyond. As the region's only academic health center, we are a unique health, research and education resource that will continue to partner to make San Antonio and Texas a national leader in health and science innovation for the purpose of improving health and to make lives better for all of those we serve.

To learn more or for additional information:

The University of Texas Health Science Center at San Antonio | UT Health San Antonio
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uthscsa.edu
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