



## *Pathways to Excellence* **Institutional Strategic Plan 2011-2015**

In 2005, more than 60 faculty, staff, and students representing all parts of the Health Science Center were assembled into work teams to create an institutional strategic plan. Through a year-long process, these teams worked to develop the vision, mission, strategic goals, and desired outcomes that would serve to guide the institution's growth from 2005 through 2015. This process also involved creating a logo to serve as a symbol that uniquely represents the Health Science Center "brand." In 2010, the Health Science Center Executive Committee revisited the original strategic plan goals and outcomes for a midpoint review as mandated by the A&M System Chancellor. Minor revisions were made to the goals and outcomes in order to better align with the newly developed A&M System strategic plan for 2011-2015. The updated mission and vision were approved by the Texas Higher Education Coordinating Board, and the revised goals and desired outcomes were approved by the Texas A&M System Chancellor. Results of strategic planning activities are collected annually and the Health Science Center Executive Committee uses these results to update assessment measures and performance targets for the upcoming year.

### **OUR VISION**

Our university is a premier assembly of colleges devoted to educating health professionals and researchers of extraordinary competence and integrity. Our faculty, staff and students are united by a belief that all people, regardless of geography, economics or culture, deserve the benefits of **compassionate care, superior science** and **exceptional health education**.

### **OUR MISSION**

In all we do, we dedicate the full measure of our resources and abilities to advancing the **knowledge and technologies** of our professions, and to bringing Texans the finest in **health education, promotion, and care**. Because of our work, people's lives are changed — across our state, around the nation, and throughout the world.

## INSTITUTIONAL PHILOSOPHY

The Health Science Center is dedicated to achieving excellence in academics, research, public service, and accountability. In order to achieve these goals we recognize the importance of focusing our efforts on the following priority areas.

- ***Honor Our Land Grant Heritage:*** We will continually work to improve the health of Texas communities, especially **geographically disadvantaged and underserved populations**. This will be facilitated by the **statewide service initiatives** of our centers and institutes. We will address health disparities of underserved populations (including cultural, geographic, and economic subgroups) by supporting **health related research** and by training a professional workforce that is equipped to utilize **evidence-based practice** and **critical thinking skills**.
- ***Utilize the Synergies of a Major University System:*** Membership within the Texas A&M System allows us to leverage resources to create **cross-institutional research initiatives** and innovative models of **interdisciplinary education**. We will be able to promote greater **faculty and student diversity** through inter-institutional partnerships. Our desire is use these collaborations to become the national leader in the One Health initiative which **unites scientific, health, and environmentally related disciplines**.
- ***Diversify Our Financial Foundation:*** We must continue the expansion of Health Science Center programs and influence in the face of diminished state support. This will be accomplished by diversifying our revenue streams from **research, clinical, and philanthropic sources**. We will pursue **alternative funding for research** and will reward **faculty entrepreneurial activities**. Clinical revenues will be used to support academic program development and a **firm philanthropic foundation** will provide additional scholarships and endowed chairs.
- ***Sustain a Superior Work Environment:*** The Health Science Center aspires to be the best place to work of any health-related institution in Texas. This will involve recruiting a **diverse workforce, developing skills** of all employees, and **rewarding productivity**. Faculty and staff will be **empowered** to participate in process improvement in order to maintain high levels of **efficiency** and promote a culture of **customer service**.
- ***Spread the Word:*** As the Health Science Center strives to continually evolve and improve, we will employ **effective communication** and marketing strategies that inform **internal and external constituents** about our service to the state, with the goal of cultivating meaningful relationships with legislators, alumni, and donors. As a result, we will **build a clear identity and strong credibility** as an institution committed to developing **best practices** for meeting the health and higher education needs of Texans.

## INSTITUTIONAL GOALS

Excellence is a rare commodity and can disappear if not continually cultivated. Over the short history of the Health Science Center, excellence has grown from determined faculty, staff, and students who have worked to continually improve all aspects of the institution. We must continue to improve by creating and expecting a culture of excellence. A culture of excellence will help us build on existing strengths, recognize our commitment to quality, and set the tone for our future. Therefore our four institutional goals all represent areas of excellence.

### **Goal 1 – Excellence in Academics**

The Health Science Center strives to refine the traditional paradigm of professional education through the use of cutting-edge technology and innovative instructional techniques. Our intent is to expand the breadth of the educational experience to include lifelong learning.

#### **1.1 Desired Outcome: Promote an Optimal Student Learning Environment**

##### **Strategies:**

- Recruit a well rounded, academically competitive, diverse, and exceptionally compassionate student body.
- Provide the technology infrastructure and faculty training to effectively support innovative instruction.
- Recognize and reward teachers who positively influence the learning environment.
- Provide interprofessional education opportunities that train students to work in interdisciplinary health care teams.
- Promote innovation that encourages student engagement and life-long learning.

##### **Key Performance Indicators:**

- Student enrollment as compared to state-wide data in the areas of racial, geographic, gender, and socioeconomic diversity.

#### **1.2 Desired Outcome: Develop exemplary faculty**

##### **Strategies:**

- Recruit and retain a diverse workforce.
- Provide faculty development sessions on effective curricular integration and interprofessional education.
- Provide formal mentoring program for new faculty hires.
- Recognize and reward excellence in teaching.
- Strive for nationally competitive faculty salaries and start-up packages.

##### **Key Performance Indicators:**

- Assessment of current status of faculty development. (Results will be used to plan interventions and strategies for improvement during FY2013.)

### 1.3 Desired Outcome: Continuously improve the quality of academic programs

#### Strategies:

- Maintain a culture of innovation in health technology and education.
- Integrate critical thinking and evidence-based practice into curricula by implementing the *CARE* quality enhancement program.
- Utilize academic assessment and track results for improvement.
- Instill a sense of professionalism in all students.
- Conduct periodic institutional-level curricular audits/reviews.
- Administer academic program quality surveys.

#### Key Performance Indicators:

- Development of academic program quality report card.
- Difference between pre-test and post-test scores on student critical thinking tests (HSRT, CCTST).

### **Goal 2 – Excellence in Research and Scholarship**

We will work to establish strategic partnerships with a variety of public and private entities in order to support research that addresses the dynamic health needs of Texans. Dedicated scientists throughout the Health Science Center will actively participate not only in cutting-edge research, but also in efforts to translate scientific discoveries into practical applications.

### 2.1 Desired Outcome: Encourage initiatives and collaborations in research, scholarly activities, and advanced training

#### Strategies:

- Impact health policy.
- Create tools and opportunities to encourage interdisciplinary collaborations.
- Identify HSC signature research programs and recruit national leaders to head them.
- Hire new faculty with a strong emphasis on research.
- Create endowed professorships/chairs in targeted research areas.

#### Key Performance Indicators:

- Number of post-docs trained.
- Research strategic plan that identifies signature programs for development.
- Exploration of revising APT guidelines to accommodate the trend of recognizing all team members in research collaborations.

### 2.2 Desired Outcome: Develop and enhance partnerships in support of core research facilities

#### Strategies:

- Partner with other universities in supporting shared research resources.

- Develop mechanisms to promote collaborative/productive research partnerships among HSC units.

**Key Performance Indicators:**

- Assessment of core facilities needed by HSC researchers and plans for their development.
- Evaluation of partnerships in support of core facilities.

**2.3 Desired Outcome: Translate scientific discoveries into practical applications**

**Strategies:**

- Encourage research that is focused on health status outcomes, implementation science, patient safety, and quality improvement.
- Make a direct connection between research discoveries and academic curriculum.
- Expose all students to research basics.
- Promote advancement of research from bench to bedside.

**Key Performance Indicators:**

- Number of educational opportunities that promote translational science (examples: capstone courses, SGS course on commercialization, etc.)
- Dollars expended in support of commercialization efforts.
- Annual licensing and/or royalty revenues.

**Goal 3 – Excellence in Service**

Through its state-wide presence, the Health Science Center is uniquely qualified to address the educational and health needs of distinct areas of Texas. Areas of special interest are rural and underserved populations.

**3.1 Desired Outcome: Establish and sustain community-based education and/or screening programs that target underserved populations**

**Strategies:**

- Support a healthy aging cycle, from birth to death.
- Provide programs that assist the efforts of rural health providers and underserved communities.
- Develop multiple service learning programs/opportunities in the communities we serve.
- Develop community-based research programs that contribute to improving the health status of community members.
- Foster collaborative partnerships with local and/or regional entities.

**Key Performance Indicators:**

- Evidence of implementation of the One Health initiative.
- Impact of RCHI physician peer review program

- Dollars saved through CBHEC medication assistance program.

### **3.2 Desired Outcome: Define and operationalize the role of clinical care within the Health Science Center**

#### **Strategies:**

- Create a strategic plan defining the future of clinical practice at the HSC (if we decide to develop a robust clinical practice we'll need to access a large pool of investment capital).
- Provide clinical care that encompasses evidence-based practice and the application of critical thinking skills.
- Generate clinical care revenues to support academic program development.
- Promote continuing professional education opportunities for clinical faculty and community health professionals.
- Highlight the role of clinical care in the HSC professional curricula by exposing all students to the principles of quality improvement, patient safety, and evidence based practice.

#### **Key Performance Indicators:**

- Plan for defining the future of clinical practice at the HSC.
- Implementation of evidence based practice educational program (*CARE*).
- Total clinical revenues generated in support of training and health care services.

### **Goal 4 – Excellence in Accountability and Resource Optimization**

Mission-driven operations require that the Health Science Center have leaders who are devoted to the concept of excellence and exemplify the highest order of stewardship in managing the institution's fiscal, material, and human resources.

### **4.1 Desired Outcome: Exercise prudent stewardship of HSC resources**

#### **Strategies:**

- Develop well-trained faculty and staff.
- Conduct and monitor activities that ensure fiscal integrity and viability of the HSC.
- Match growth in programs to infrastructure required to support the growth.
- Examine, map, and improve all business practices to increase efficiency.
- Empower employees and provide training in process improvement methodologies.
- Cultivate a customer service mentality.

#### **Key Performance Indicators:**

- Administrative expenses as a percentage of total HSC budget.
- Annual CFI score.

### **4.2 Desired Outcome: Develop a multi-faceted approach to raise overall awareness of the HSC in order to broaden its financial foundation**

**Strategies:**

- Cultivate meaningful relationships with alumni, donors, legislators, and other stakeholders.
- Build a solid philanthropic foundation.
- Create a cohesive identity for the HSC at local, state, and national levels.

**Key Performance Indicators:**

- Development of unified HSC-wide communication and marketing plan.
- Annual benchmarks used to evaluate performance toward master plan for philanthropy and strategic priorities for giving.

**4.3 Desired Outcome: Provide state-of-the-art facilities****Strategies:**

- Ensure safety and health of students, employees, and visitors.
- Maintain IT infrastructure to adequately support the HSC educational mission and goals.
- Provide a unified communication infrastructure for all HSC campuses.
- Monitor and maintain new construction, renovations, and deferred maintenance.
- Implement facility satisfaction surveys.

**Key Performance Indicators:**

- Semi-annual review of capital plan with revisions made as needed.
- Plan for tracking and responding to deferred maintenance.

**4.4 Desired Outcome: Provide leadership and oversight of compliance activities****Strategies:**

- Ensure research compliance.
- Ensure information technology compliance.
- Ensure fiscal compliance.
- Ensure academic compliance.

**Key Performance Indicators:**

- Annual ISAAC report of HIPAA compliance
- Scores on System Audit reviews as a reflection of changes/improvements in institutional processes