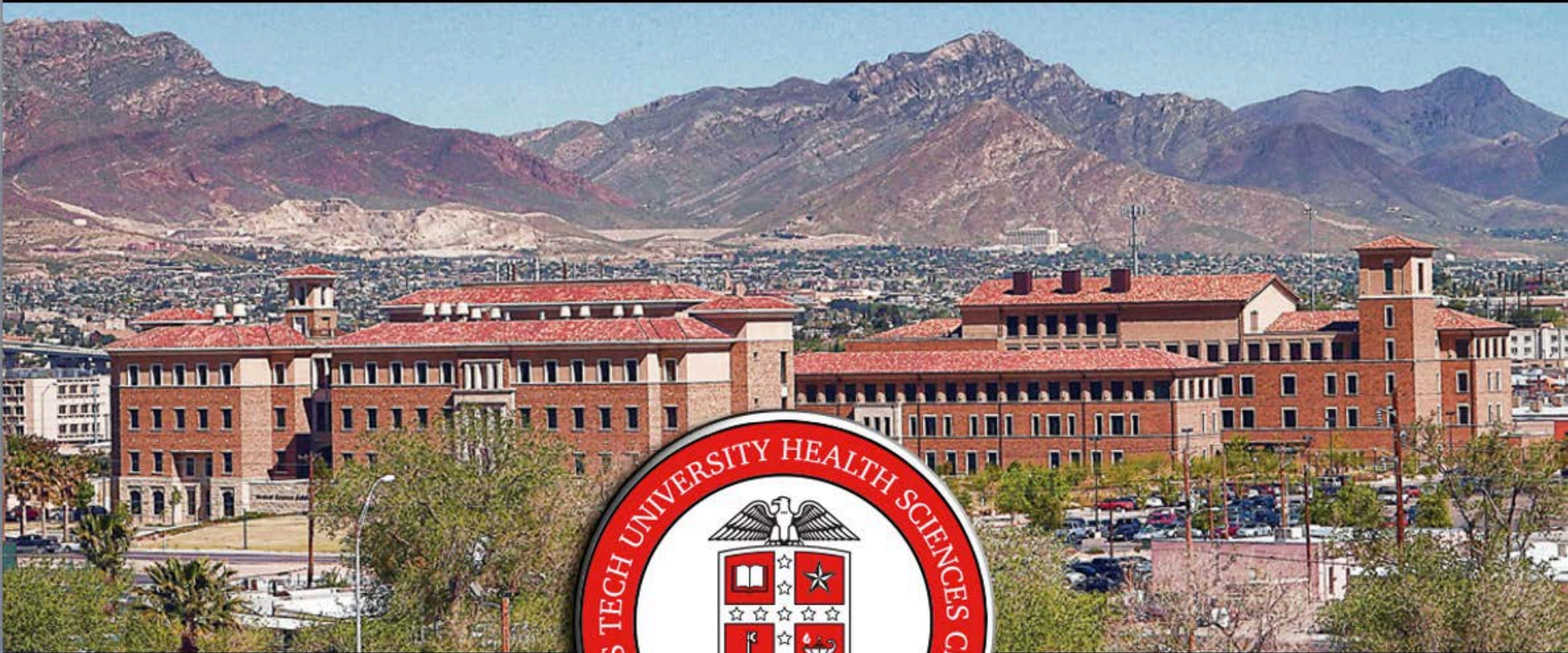


TTUHSC EP Strategic Plan







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President
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CURRENT GOALS




I: Increase Enrollment and Promote Student Success

1. TTUHSC EP will foster the development of competent health care professionals and biomedical researchers.


1.1 Increase student enrollment in targeted academic programs.

- 1.1.1 Continue recruiting efforts PLFSOM and GGHSON. 
- 1.1.2 Expand recruitment efforts to at least one additional HSC EP school. 
- 1.1.3 Grow PLFSOM class size by 20 students to annual matriculating class of 100. 
- 1.1.4 Grow GGHSON student enrollment to > 300 students by 2015. 

1.2 Develop and enhance academic programs that reflect targeted health care education needs.

- 1.2.1 Work with elected officials during upcoming legislative session to establish separate TTUHSC EP. 
- 1.2.2 Expand El Paso Graduate School of Biomedical Science programs. 
- 1.2.3 Continue to expand international health experience opportunities. 

1.3 Identify student learning outcomes for each academic program and evaluate the extent to which such outcomes are achieved.




- 1.3.1 Continue using WEAVEonline on an annual basis to document student learning outcomes and supporting achievement data. 

CURRENT GOALS





I: Increase Enrollment and Promote Student Success

1. TTUHSC EP will foster the development of competent health care professionals and biomedical researchers.



1.4 Implement and sustain appropriate technology to promote equitable learning experiences for all students.

- 1.4.1 Invest in clinical simulation. 
- 1.4.2 Enhance network capacity. 
- 1.4.3 Upgrade classroom audiovisual equipment. 

1.5 Develop and enhance interprofessional education opportunities across disciplines, schools, and campuses.

- 1.5.1 Continue to expand interprofessional education programs at TTUHSC EP. 
- 1.5.2 Train students in all schools to interact as members of an interprofessional team in the provision of patient care (Quality Enhancement Plan). 
- 1.5.3 Develop an interprofessional education core curriculum. 
- 1.5.4 Develop interdisciplinary service learning activities as part of IPE core curriculum and require all students to participate in one interdisciplinary service learning activity. 

1.6 Provide effective academic and student support services on all campuses.

- 1.6.1 Continue to a “life cycle replacement” approach for IT infrastructure needs. (See also 5.2.2) 
- 1.6.2 Upgrade institutional network infrastructure to carry high definition video, data, and voice necessary to deliver student services to all campuses. (See also 5.2.3) 

FUTURE GOALS

I: Increase Enrollment and Promote Student Success

1. TTUHSC EP will foster the development of competent health care professionals and biomedical researchers.

- Improve CCNE (Commission on Collegiate Nursing Education) board scores to >80%
- Establish independent Graduate School of Biomedical Sciences
- Explore expanding medical school class
- Assess expansion of at least one additional HSC EP school prior to SACS accreditation submission
- Evaluate programs for documenting student learning outcomes/achievement data (SACS requirement)

FUTURE GOALS

I: Increase Enrollment and Promote Student Success

1. TTUHSC EP will foster the development of competent health care professionals and biomedical researchers.





- Establish Simulation Institute (across schools)
- Seek financial support from state (exceptional item request)
- Develop structured interprofessional core education curriculum
- Replace aging equipment
- Establish community training programs (i.e., EMS, UTEP, EPPD, FBI, local physicians, etc)
- Partner with magnet school (Silva) to enhance teacher and student education

CURRENT GOALS



II: Strengthen Academic Quality and Reputation

2.TTUHSC EP will recruit, develop, and retain outstanding employees.

2.1 Recruit, develop and retain faculty who enhance the reputation of the university.

- 2.1.1 Deans will incorporate quality measure metrics into review process of individual faculty members (i.e., number of publications, fellowship status in professional societies, invited presentations, etc.). 
- 2.1.2 Encourage faculty development opportunities (e.g. Masters programs, Doctoral programs, and TTUHSC EP Faculty Development program). 
- 2.1.3 Recruit faculty with active, funded research programs in all schools. 
- 2.1.4 Strengthen faculty expertise through support of individualized professional development. 

2.2 Recruit, develop, and retain qualified staff.

- 2.2.2 Promote staff development opportunities (e.g. Bachelors programs, Masters programs, and Doctoral programs). 
- 2.1.3 Strengthen staff expertise through support of individualized professional development. 

FUTURE GOALS

II: Strengthen Academic Quality and Reputation

2.TTUHSC EP will recruit, develop, and retain outstanding employees.




- Create faculty development course for nursing faculty
- Incentivize chairs to recruit, develop and retain faculty
- Improve/strengthen recruitment efforts
- Develop team to integrate new families to El Paso
- Staff/faculty job satisfaction survey
- Improve working environments (offices, clinics, etc)
- Comprehensive salary/benefits/compensation review
- Collaborate with AVP for research to establish clinical research programs

CURRENT GOALS



III: Expand and Enhance Research and Creative Scholarship

3. TTUHSC EP will advance knowledge through innovative, peer-reviewed research.



3.1 Develop and conduct focused clinical, translational and educational research.

- 3.1.1 Continue encouragement of student participation in research. 
- 3.1.2 Increase number of peer-reviewed publications by faculty over previous year. 
- 3.1.3 Increase externally-funded research dollars over last year. 




3.2 Develop and enhance programs to facilitate an increase in externally funded research.

- 3.2.1 Hire new investigators who currently hold at least two funded extramural grants with resources in the \$0.5--\$1 million range per year. 
- 3.2.2 Increase the number of overall number of CPRIT applications and expand the scope of applications across all CPRIT programs. 

3.3 Promote collaborative research among faculty within the TTU system.

- 3.3.1 Develop joint projects in cancer research to take advantage of the state's CPRIT initiative. 
- 3.3.2 Maintain a comprehensive online list of TTUHSC faculty research interests. 

3.4 Provide appropriate resources to facilitate effective and efficient research.

- 3.4.1 Complete the 4,000 square foot vivarium expansion in El Paso. 
- 3.4.2 Commission modular research facilities in El Paso. 
- 3.4.3 Renovate space for electron microscopy and X-ray diffraction. 

FUTURE GOALS

III: Expand and Enhance Research and Creative Scholarship

3. TTUHSC EP will advance knowledge through innovative, peer-reviewed research.


- Create OSP and ORP offices (transition from Lubbock)
- Develop efficient grant submission process
- Foster collaborations with UTEP, TTU, TTUHSC, NMSU, MCA
- Comprehensive evaluation of Centers of Excellence
- Secure funds from non-federal sources
- Build MSB2 (TRB funded)
- Increase Graduate School of Biomedical Sciences enrollment
- Secure independent status of GSBS


CURRENT GOALS

IV: Further Outreach and Engagement


4. TTUHSC EP will promote improved community health through the provision of patient care services and health care education.


4.1 Improve access to quality health care among targeted populations.

4.1.1 Work with congressional delegation to bring new VA Medical Center to the Medical Center of the Americas El Paso. 


4.1.2 Develop student-run free clinic in El Paso. 

4.2 Develop and enhance programs to promote health care education.

4.2.1 Work primarily through the state legislators to increase both the number of GME slots and funding per slot. 

4.2.2 Implement new residency programs. 

4.3 Provide leadership in the development of partnerships to improve community health.

4.3.1 Seek to retain poison center in West Texas. 

FUTURE GOALS

IV: Further Outreach and Engagement

4. TTUHSC EP will promote improved community health through the provision of patient care services and health care education.


- Develop closer collaborations with VA Healthcare System
- Establish new residency programs for Westside Hospital
- Obtain ACGME accreditation for Neurology residency
- Establish culture of “excellence” in patient care (i.e., “every patient, every time, every contact”)
- Increase specialty access (for education and patient care)

CURRENT GOALS

V: Increase and Maximize Resources

5. TTUHSC EP will operate effectively and efficiently through maximization of available resources.


5.1 Operate and maintain a physical environment conducive to education, research, and patient care.

5.1.1 Continue planning for new buildings in El Paso to support projected enrollment growth. 


5.2 Maintain appropriate technology to promote effective operations.

5.2.1 Roll out new McAfee security system overlay to entire University. 


5.2.2 Continue a “life cycle replacement” approach for IT infrastructure needs. *(See also 1.6.1)* 


5.2.3 Upgrade institutional network infrastructure to carry high definition video, data, and voice necessary to deliver student services to all campuses. *(See also 1.6.2)* 

5.3 Maintain financial stability through efficient management of fiscal resources and fundraising efforts.

5.3.1 Focus on improving payer mix in El Paso through partnerships with local for-profit hospitals. 

5.3.2 Continue efforts to lower overhead. 

5.3.3 Work to maintain current levels of funding (both formula and special items) and seek additional funding related to growth during upcoming legislative session. 

5.3.4 Continue efforts to increase non-state revenues (both formula and special items) and seek additional funding related to growth during upcoming legislative session. 

5.3.5 Continue to work with Institutional Advancement to create opportunities for donors to participate in “bricks and mortar” contributions and programmatic contributions. 

5.3.6 Expand named professorships and increase naming opportunities. 

5.3.7 Hire/train development directors and coordinate development activities across TTUHSC EP schools. 

FUTURE GOALS

V: Increase and Maximize Resources

5. TTUHSC EP will operate effectively and efficiently through maximization of available resources.


- Secure adjacent properties
- Minimize leased properties/consolidate campus
- Invest in IT and IS security
- Increase HEF funding (deferred maintenance, IT, library, etc)
- Form a Development Board
- Create Community Presidential Advisory Board
- Identify naming opportunities (GGHSON/GSBS)
- Compose a contracting committee
- Weekly financial report/dashboards reporting
- Hire clinic manager


CURRENT GOALS

V: Increase and Maximize Resources


5. TTUHSC EP will operate effectively and efficiently through maximization of available resources.

5.4 Engage in an ongoing process of data-driven continuous improvement.


5.4.1 Continue using WEAVEonline on an annual basis to document continuous improvement across the institution. 

5.4.2 Measure and continuously improve internal and external customer satisfaction. 

5.5 Maintain appropriate internal and external communication with key constituents.

5.5.1 Implement and expand marketing and communication to increase public awareness of and support for TTUHSC EP. 

5.6 Maintain ongoing compliance with local, state, and federal rules and regulations, as well as program and regional accreditation standards.

5.6.1 Initiate process for TTUHSC EP to receive separate SACSCOC accreditation. 

FUTURE GOALS

V: Increase and Maximize Resources

5. TTUHSC EP will operate effectively and efficiently through maximization of available resources.

- Comprehensive marketing strategy
- Social media strategy
- Customer survey plan for clinic patients
- Hire compliance officer
- Establish transition teams for independent HSC and SACSCOC accreditation