



STRATEGIC PLAN 2015-2020

I. Increase Enrollment and Promote Student Success

II. Strengthen Academic Quality and Reputation

III. Expand and Enhance Research and Creative Scholarship

IV. Further Outreach and Engagement

V. Increase and Maximize Resources

I. Increase Enrollment and Promote Student Success

1. Foster the development of competent health care professionals

II. Strengthen Academic Quality and Reputation

2. Recruit, develop, and retain outstanding employees.

III. Expand and Enhance Research and Creative Scholarship

3. Advance knowledge through innovative, peer-reviewed research.

IV. Further Outreach and Engagement

4. Improve community health through the provision of patient care services and health related education.

V. Increase and Maximize Resources

5. Operate effectively and efficiently through maximization of available resources.

I. Increase Enrollment and Promote Student Success

1. Foster the development of competent health care professionals

OBJECTIVE	STATUS
1.1 Increase student enrollment in targeted academic programs	
<i>1.1.1. Continue student recruiting efforts for PLFSOM, GGHSON, and GSBS</i>	Completed
<i>1.1.2. Explore expanding enrollment of future medical school classes</i>	In Progress
<i>1.1.3. Explore expanding residency programs (See 4.2.2, 4.2.3, 5.1.6)</i>	Completed
1.2 Develop and enhance academic programs that target health related education	
<i>1.2.1. Establish a Simulation Institute to enhance curricula across TTUHSC El Paso education programs and support hands-on learning experiences for all students.</i>	In Progress
<i>1.2.2. Continue to provide educational training opportunities for faculty, staff, and students</i>	In Progress
<i>1.2.3. Initiate planning for a TTUHSC El Paso dental school (See 1.8)</i>	Completed
1.3 Effectively assess student learning outcomes for each academic program	
<i>1.3.1. Continue to evaluate programmatic assessment of student learning outcomes through review of assessment data</i>	In Progress
<i>1.3.2. Maintain pass rates and retention of students in individual schools at or above respective national standards</i>	Completed
1.4 Provide appropriate state-of-the-art technology to promote equitable learning experiences for all students	
<i>1.4.1. Maintain schedule for life cycle replacement of aging electronic equipment</i>	Completed
<i>1.4.2. Enhance campus-wide video conferencing network</i>	Completed
<i>1.4.3. Enhance school-based curriculum management systems</i>	Completed
<i>1.4.4. Enhance electronic medical records systems</i>	In Progress
1.5 Enhance opportunities for inter-professional education across TTUHSC El Paso schools and disciplines	
<i>1.5.1. Increase training opportunities for students to interact as members of an inter-professional team in the provision of patient care and in health related research careers</i>	In Progress
<i>1.5.2. Ensure continued delivery of structured inter-professional curricula across educational programs</i>	In Progress

1.6	Provide effective institution-wide academic and student support services	
	<i>1.6.1. Continue to enhance centralized student support services and ensure ongoing compliance with appropriate government regulations</i>	<i>In Progress</i>
	<i>1.6.2. Continue to enhance academic support services and support alignment of services with advances in education and pedagogy</i>	<i>Completed</i>
1.7	Consistently emphasize diversity as a key component of higher education learning and health-related training programs	
	<i>1.7.1. Continue to emphasize diversity through targeted efforts for recruitment and retention of underrepresented minority students</i>	<i>Completed</i>
	<i>1.7.2. Maintain an institutional environment that supports diversity of faculty, staff, and students through campus-wide diversity initiatives</i>	<i>Completed</i>
1.8	Continue plans to establish a school of dental medicine	
	<i>1.8.1. Initiate dental school feasibility study</i>	<i>Completed</i>
	<i>1.8.2. Develop TTUHSC El Paso dental school preliminary timeline</i>	<i>Completed</i>

II. Strengthen Academic Quality and Reputation

2. Recruit, develop, and retain outstanding employees.

OBJECTIVE	STATUS
2.1 Recruit, develop and retain qualified faculty who enhance the reputation of the university	
<i>2.1.1. Enhance faculty development and review processes by incorporating quality productivity metrics (e.g. # of publications, presentations, etc.)</i>	In Progress
<i>2.1.2. Support structured faculty development and training opportunities through departmental initiatives and processes</i>	In Progress
<i>2.1.3. Provide TTUHSC El Paso faculty with additional discipline-specific developmental opportunities</i>	In Progress
<i>2.1.4. Continue strategic processes for recruitment, development, and retention of faculty</i>	Completed
<i>2.1.5. Continue to assess faculty satisfaction annually</i>	Completed
<i>2.1.6. Provide clinical research opportunities and programs to support clinical-translational research initiatives and training</i>	Completed
2.2 Recruit, develop, and retain qualified staff who enhance the reputation of the university	
<i>2.2.1. Continue to promote and provide staff development and training opportunities</i>	Completed
<i>2.2.2. Continue developing comprehensive salary/benefits/programs</i>	Completed
<i>2.2.3. Continue to assess staff satisfaction annually</i>	Completed
2.3 Recruit a diverse population of qualified employees	
<i>2.3.1. Establish institutional programs of diverse/multicultural activities for employees</i>	Completed
<i>2.3.2. Promote diverse/multicultural activities for employees</i>	Completed
<i>2.2.3. Monitor multilingual diversity of employees</i>	In Progress

III. Expand and Enhance Research and Creative Scholarship

3. Advance knowledge through innovative, peer-reviewed research.

OBJECTIVE	STATUS
3.1	Conduct focused clinical, translational and educational research
	<i>3.1.1. Increase number of peer-reviewed publications by faculty</i> In Progress
	<i>3.1.2. Increase externally-funded research dollars</i> In Progress
3.2	Increase opportunities for externally funded research
	<i>3.2.1. Increase number of investigators with potential to develop competitive extramural research grants</i> In Progress
	<i>3.2.2. Continue developing efficient and effective grant submission processes</i> Completed
	<i>3.2.3. Strengthen research environment that will lead to an increase in competitive research proposals for funding awards</i> In Progress
3.3	Promote collaborative research among faculty within the TTU System
	<i>3.3.1. Maintain a comprehensive online list of TTUHSC El Paso faculty research interests</i> Not Started
	<i>3.3.2. Obtain comprehensive list of TTU System (TTUHSC, TTU, ASU) faculty research</i> Not Started
	<i>3.3.3. Provide seed money for collaborative teams within TTUHSC El Paso, TTUHSC, and TTU</i> Completed
	<i>3.3.4. Foster collaboration with regional institutions of higher education and the Medical Center of the Americas</i> Completed
3.4	Provide appropriate resources to facilitate effective and efficient research
	<i>3.4.1. Renovate space for electron microscopy and X-ray definition</i> Not Started
	<i>3.4.2. Maintain Comprehensive evaluation of Centers of Emphasis</i> In Progress
	<i>3.4.3. Build MSB2 (TRB Funded)</i> In Progress
	<i>3.4.4. Secure GSBS independent status from TTUHSC (Same as 1.1.4)</i> Completed

3.4.5. Increase Graduate School of Biomedical Sciences enrollment

Completed

IV. Further Outreach and Engagement

4. Improve community health through the provision of patient care services and health-related education.

OBJECTIVE		STATUS
4.1	Improve access to quality health care in targeted populations	
	<i>4.1.1. Strengthen “culture of excellence” in patient care (i.e., “every patient, every time, every contact”)</i>	<i>In Progress</i>
	<i>4.1.2. Increase specialty access (for education and patient care)</i>	<i>In Progress</i>
4.2	Develop and enhance programs to promote health care education	
	<i>4.2.1. Work with state legislators to increase both the number of GME slots and funding per slot</i>	<i>Completed</i>
	<i>4.2.2. Maintain ACGME accreditation for existing residency programs and obtain ACGME accreditation for new residency programs</i>	<i>Completed</i>
4.3	Provide leadership in the development of partnerships to improve community health	
	<i>4.3.1. Develop closer collaborations with VA Healthcare System</i>	<i>Completed</i>
4.4	Enrich student service and learning programs across the TTUHSC El Paso community	
	<i>4.4.1. Continue to strengthen the efficiency and effectiveness of academic and student support services</i>	<i>Completed</i>
	<i>4.4.2. Establish additional community training programs</i>	<i>Completed</i>
	<i>4.4.3. Partner with local magnet high school to enhance teacher and student education</i>	<i>In Progress</i>

V. Increase and Maximize Resources

5. Operate effectively and efficiently through maximization of available resources.

OBJECTIVE	STATUS
5.1	Operate and maintain a physical environment that is conducive to education, research and patient care
	<i>5.1.1. Strengthen campus facility master plan</i> Completed
	<i>5.1.2. Continue planning for new buildings to support projected institutional and student enrollment growth</i> Completed
	<i>5.1.3. Minimize leased properties</i> Completed
	<i>5.1.4. Increase HEF funding</i> Completed
5.2	Maintain appropriate technology to promote effective operations
	<i>5.2.1. Continue a "life cycle replacement" approach for IT infrastructure needs</i> Completed
	<i>5.2.2. Increase investments in IT and IS security</i> Completed
5.3	Maintain financial stability through efficient management of fiscal resources and fundraising efforts
	<i>5.3.1. Create opportunities for donors to participate in "bricks and mortar" contributions and programmatic contributions</i> Completed
	<i>5.3.2. Expand named professorships and increase naming opportunities</i> In Progress
	<i>5.3.3. Form a Development Board</i> Not Started
	<i>5.3.4. Create a Community Presidential Advisory Board</i> In Progress
	<i>5.3.5. Establish a contracting committee</i> Completed
5.4	Engage in an ongoing process of data-driven continuous improvement
	<i>5.4.1. Continue to measure and continuously improve internal and external customer satisfaction</i> Completed
	<i>5.4.2. Enhance customer survey plans targeting clinic patients</i> In Progress
5.5	Maintain appropriate internal and external communication with key constituents

	<i>5.5.1. Continue to support comprehensive marketing strategy</i>	<i>Completed</i>
	<i>5.5.2. Continue to support social media strategy</i>	<i>Completed</i>
5.6	Maintain ongoing compliance with local, state, and federal rules and regulations, as well as programmatic and regional accreditation standards	
	<i>5.6.1. Support processes to maintain TTUHSC SACSCOC Accreditation and pursue separate accreditation for TTUHSCPEP</i>	<i>Completed</i>
	<i>5.6.2. Continue to support institutional processes to ensure ongoing compliance with state and federal regulations for institutions of higher Education</i>	<i>Completed</i>

	New Goals Established in 2017
1	<i>Complete THECB feasibility study for the Woody L. Hunt School of Dental Medicine</i> <ul style="list-style-type: none"> <i>a. Recruit dean</i> <i>b. Develop curriculum</i> <i>c. Initiate CODA</i>
2	<i>Grow GGHSON student enrolment to >600 by 2020</i> <ul style="list-style-type: none"> <i>a. Initiate MSN program</i> <i>b. Initiate DNP program</i>
3	<i>Explore expansion of PLFSOM incoming class</i> <ul style="list-style-type: none"> <i>a. Expand pre-clerkship space</i> <i>b. Revise curriculum/colleges</i> <i>c. Recruit additional medical education faculty</i> <i>d. Identify community clerkship sites</i>
4	<i>Expand/enhance residency programs at Texas Tech Physicians of El Paso at Alberta and Transmountain clinic sites</i>
5	<i>Boost faculty recruitment/retention</i> <ul style="list-style-type: none"> <i>a. Strengthen partnerships with local hospitals</i> <i>b. Standardize operations/processes for staff efficiency</i> <i>c. Explore incentive-based compensation for faculty</i> <i>d. Increase faculty/staff satisfaction</i>
6	<i>Update campus facility master plan</i>
7	<i>Increase research activities and funding</i> <ul style="list-style-type: none"> <i>a. Recruit COE chairs</i> <i>b. Develop effort to support clinical research</i> <i>c. Target border health disparities</i>
8	<i>Enhance clinical activities/revenues</i>
9	<i>Prepare separate SACSCOC accreditation/visit (+16 others)</i>