

# TTUHSC 2018

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## **STRATEGIC PLAN**

DRAFT





## A Message from the **PRESIDENT**

Texas Tech University Health Sciences Center has made significant accomplishments since we began as one school on one campus almost 50 years ago. We have positioned our university as a leader in preparing health care professionals to meet the demands of the ever-changing health care environment – whether that be in a classroom, clinic or lab.

Over the past six months in developing this strategic plan, we held thematic workshops where I heard resoundingly from our students, faculty and staff that contentment is not in our character. We identified actions to move TTUHSC forward and to address a growing demand on universities to produce graduates skilled in integrative thinking and the ability to apply team-oriented approaches to addressing problems as well as provide educational experience that include personal and ethical development.

For the next 18 months, we will focus on five priority areas — PEOPLE, ACADEMICS/EDUCATION, RESEARCH, SERVICE AND OPERATIONS — that we believe will enhance TTUHSC's value for all of its stakeholders — students, faculty, staff, patients, clinical partners, legislators, donors and our campus communities as a whole. Additionally, these priorities allow us to leverage recent changes in regard to organization, efficiency, productivity and professionalism within restructured areas of External Relations (Institutional Advancement and Communications), Finance, Human Resources, Information Technology, Facilities and Safety Services.

For TTUHSC, this is our playbook; our guide toward building on our recognized teaching strength and position as a leader in health-related higher education. Thank you to those who helped shape its contents. I challenge each of us to invest wholeheartedly in achieving these goals, and I look forward to celebrating our accomplishments along the way.



**Tedd L. Mitchell, M.D.**  
President





## VISION

Texas Tech University Health Sciences Center will strengthen its national reputation as it seeks to promote healthier communities across West Texas and beyond.

## MISSION

As a comprehensive health sciences center, our mission is to enrich the lives of others by educating students to become collaborative healthcare professionals, providing excellent patient care, and advancing knowledge through innovative research.

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# PRIORITY:

## *academic*

**Strategic Goal: Provide innovative educational programs that prepare students to be competent and caring health care professionals and researchers.**

Texas Tech University Health Sciences Center's academic programs are of **the highest caliber**. We have implemented distinctive curriculum and learning opportunities throughout our five schools and across our five campuses, to prepare students for success in their respective fields and as members of the interdisciplinary health care team.

Over the next three years, we're dedicated to strengthening our position as an academic leader, graduating students who will be better-prepared professionally and personally for the ever-changing health care environment. Our academic priority will focus on enhancing innovation, interprofessionalism, integration and integrity.

### OBJECTIVE

**Promote innovative approaches in teaching and learning**

### STRATEGIES

- + Provide a resource toolkit and annual workshops for faculty who teach online courses
- + Integrate instructional technologies (hardware and software) through close consultation with teaching faculty
- + Explore development of competency-based education programs
- + Implement best practices in instructional design for greater academic success and faculty development

### OBJECTIVE

**Provide meaningful interprofessional education experiences**

### STRATEGIES

- + Encourage teaching faculty to participate in interprofessional education experience and preceptor training
- + Coordinate interprofessional education experiences across all TTUHSC schools and campuses to align activities in commonly scheduled times

### OBJECTIVE

**Enhance personal and professional development of students**

### STRATEGIES

- + Develop quality enhancement plan to promote student wellness and development
- + Improve the coordination of the university's co-curricular activities that enhance personal and professional development
- + Develop student resource centers to enhance library-based services

INTERPROFESSIONAL  
**EDUCATION**  
EXPERIENCES



## OBJECTIVE

**Develop infrastructure plan that maximizes resources and increases collaboration of research and scholarly activity in areas of strength**

## STRATEGIES

- + Develop a database system to share information related to research and scholarly activities at TTUHSC
- + Enhance operations within the Office of Research to streamline the administration process for obtaining funding as well as to create efficient systems critical for research and scholarly activities
- + Identify clusters of research strength among faculty whose capabilities and research align and develop research opportunities around these areas

## OBJECTIVE

**Explore novel funding opportunities and other activities to increase research and enhance TTUHSC's visibility and reputation**

## STRATEGIES

- + Optimize our relationship with Texas Tech University to advance commercialization and novel funding through utilization of the Innovation HUB at Research Park
- + Identify and share with faculty funding opportunities that reach beyond traditional sources to include a broad pool of federal agencies, private foundations, corporate partners, and private philanthropists
- + Enhance internal and external communication, including printed, web-based, and other marketing materials that effectively showcase TTUHSC's research activities and capabilities

**Strategic Goal: Advance our research portfolio with emphasis on areas of strength and collaboration.**

**Collaborative research provides opportunities** for our researchers to secure new funding, advance knowledge and make novel discoveries that will positively impact the immediate and impending challenges facing the health of those in our campus communities and around the world.

Texas Tech University Health Sciences Center is uniquely positioned, with campuses across West Texas and as part of the Texas Tech University System, to build partnerships among researchers and around identified areas of strength, within both the academic and industry settings.

To accomplish our goal, we will focus on developing an infrastructure that promotes communication of the research and scholarly activities by faculty and students within our university and identifies symbiotic research clusters for collaboration.

In doing so, TTUHSC stands to become more competitive in obtaining extramural funding, more visible the research arena, and more successful in our discovery and advancement of knowledge.

**PRIORITY:**  
*research*



A photograph of two male scientists in white lab coats standing in a laboratory. The scientist on the left, wearing glasses, is smiling and looking towards the other. The scientist on the right is gesturing with his hands while speaking. They are positioned in front of a lab bench with two large blue and white BD FACSAria flow cytometers. Above the bench is a blue cabinet filled with various lab supplies. To the left, a Panasonic refrigerator is visible. The image has a large, diagonal 'DRAFT' watermark across the center. In the bottom right corner, there is a decorative graphic of white hexagons on a dark background.

MAXIMIZE  
RESOURCES  
AND INCREASE  
COLLABORATION

**Strategic Goal: Improve overall health and access to health care for communities in our region through the provision of patient care services and community outreach.**

To meet the ever-growing health care needs and address the challenges they impose, Texas Tech University Health Sciences Center will leverage its position as a comprehensive academic health care center to reach our communities and improve overall health.

We pioneered the practice of telemedicine, and as technological advancements increase so do opportunities to broaden access to health care in rural and underserved areas through telehealth services.

Through our service-outreach priority, we are committed not only to providing care, but also developing tomorrow's health care professionals, trained by experts in their fields.

# PRIORITY. service

## OBJECTIVE

**Leverage our unique position as a comprehensive academic health care center to provide a collaborative and positive patient experience**

## STRATEGIES

- + Develop campus-wide wayfinding plan and implement effective and easily understood methods to navigate our facilities
- + Create a communication structure that better supports referrals amongst TTUHSC healthcare providers
- + Determine methods to meet healthcare needs of TTUHSC employees
- + Enhance service experience through implementation of "secret shopping" to gather information about and evaluate actual patient experiences in all TTUHSC facilities

## OBJECTIVE

**Make positive impacts through service, outreach, and engagement driven by community needs and TTUHSC expertise**

## STRATEGIES

- + Expand "Red Bag" tours for high school students to include all university campuses
- + Enhance engagements and collaborations with community stakeholders to develop pipeline of individuals interested in pursuing health career paths and TTUHSC educational opportunities
- + Develop a centralized database of community services offered by TTUHSC and methods in which communities may engage TTUHSC to request such offerings
- + Create a focused marketing plan to promote the TTUHSC brand and services
- + Continued development of the Texas Tech Mental Health Institute in conjunction with Texas Tech University

## OBJECTIVE

**Integrate telemedicine/telehealth into our service offerings to enhance our reputation as a leader in telemedicine/telehealth**

## STRATEGIES

- + Develop a taskforce to inventory all telemedicine/telehealth capabilities and explore collaborations within TTUHSC to implement telemedicine/telehealth applications into our clinical service offerings
- + Identify opportunities to incorporate telemedicine/telehealth into student curriculum through training offered by the Frontiers in Telemedicine program
- + Explore opportunities for synergies in telemedicine/telehealth capabilities with other state agencies





ENHANCE OUR  
REPUTATION  
AS A **LEADER**

## OBJECTIVE

**Identify and integrate values which forge our identity**

## STRATEGY

- + Identify organizational core values shared by diverse members of the TTUHSC university community and integrate values into the culture of the university

## OBJECTIVE

**Invest in people growth and development to become the employer of choice in each of TTUHSC's markets**

## STRATEGIES

- + Implement an effective and efficient recruitment and retention process that empowers departments to establish and maintain a competent workforce that is aligned with our values
- + Develop faculty and staff compensation plans designed to recruit, retain, and reward high performing members of our community who share our values
- + Redesign evaluation process that allows effective and prompt feedback to further develop and enhance employee performance

**Strategic Goal: Create a sustainable, values-based culture.**

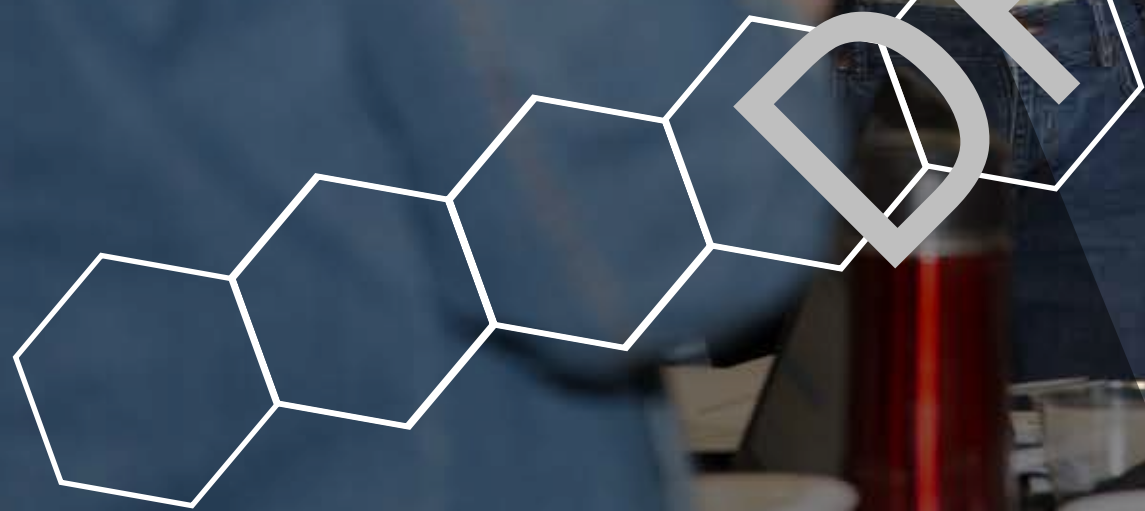
**Values are the deeply-held beliefs and principles that drive our behaviors and daily actions.** Culture is the compilation of these behaviors collectively integrated and reflected by a community of individuals. Together, they create an environment with a defined purpose.

At the first-ever Values Summit, Texas Tech University Health Sciences Center's began its journey to redefine the university environment. The core values -- Beyond Service, Kindhearted, Integrity, One Team, Visionary -- identified by an interdisciplinary, cross-campus team from its schools, departments, campuses and service units will become the guide for building and sustaining a workplace community that makes TTUHSC the employer of choice in each of our markets.

**PRIORITY:**  
*people*



BECOME THE  
EMPLOYER  
OF CHOICE



**Strategic Goal: Ensure the operations and infrastructure effectively and efficiently support the mission of the institution.**

**Aligning Texas Tech University Health Sciences Center's operations and infrastructure** to support the university's core academic, service and research missions is essential to its continued success.

Restructured operational divisions such External Relations (Institutional Advancement and Communications and Marketing) provide opportunities to strengthen our brand in the health care and higher education markets. A new focus in Human Resources will bring about a redefined work environment based on a values-based culture. These along with Finance, Information Technology and Safety Services will better support the many initiatives carried out on a day-to-day basis.

New construction projects and renovations in existing buildings on all campuses will enhance academic and student support services across the institution. The new buildings provide an advanced gross anatomy laboratory and research facilities for translational and collaborative investigations as well as enhanced conveniently located school admissions offices.

# PRIORITY: *operations*

## OBJECTIVE

**Improve operational infrastructure to better meet the unique academic, service, research and business needs of our locations and campuses**

## STRATEGIES

- + Review business processes to ensure flexibility, efficiency and effectiveness that allow decisions to be made by knowledgeable, empowered and engaged team members
- + Institute a broad facilities plan that meets the needs of our community in line with the university's mission
- + Balance IT security with the ability to perform functions effectively for all constituents
- + Strengthen academic and student support services that promote student success across the institution
- + Review and evaluate regional campus administration structure
- + Conduct annual budget hearings to implement consistent and predictable allocation of financial resources

## OBJECTIVE

**Work collaboratively with key stakeholders to accomplish the mission of the institution**

## STRATEGIES

- + Conduct effective stakeholder engagement activities that complement TTUHSC's strategic plan and provide greater exposure for the TTUHSC brand
- + Enrich branding campaign to increase consumer engagement and brand awareness through functional, intentional and consistent efforts that utilize social media and other platforms



IMPROVE  
OPERATIONAL  
INFRASTRUCTURE



# 2018 RETREAT TEAM

Danette Baker  
Steven Berk  
Kendra Burris  
Theresa Byrd  
Sonya Castro  
Karla Chapman  
Kari Dickson  
Michael Evans  
Vince Fell  
Penny Harkey  
Ryan Henry  
Ololade Holmes  
Jim Hutson  
Teresa Jack  
Cole Johnson  
Richard Jordan  
Cynthia Jumper  
Bryce Looney  
Eric MacLaughlin  
Didit Martinez  
Jon McGough

Tedd Mitchell  
Alan Peiris  
Billy Philips  
Hemachandra Reddy  
Lori Rice-Spearman  
Will Rodriguez  
Rial Rolfe  
Brandt Schneider  
Dawndra Sechrist  
Charles Seifert  
Afzal Siddiqui  
Phil Sizer  
Harry Slife  
Quentin Smith  
Steven Solomon  
Julie St-John  
Gary Ventolini  
Will Watson  
Justin White  
Simon Williams



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HEALTH SCIENCES CENTER.™