

STRATEGIC PLANNING

RETREAT

POST-MEETING
REPORT



TEXAS TECH UNIVERSITY
HEALTH SCIENCES CENTER™

2016



Background

The Texas Tech University Health Sciences Center 2016 strategic planning process was conducted in two phases.

Phase one commenced in December 2015 and continued into January 2016 with one-on-one meetings between TTUHSC President Dr. Tedd Mitchell and the leadership of the academic and administrative units.

Phase two was the strategic planning retreat held on January 27, 2016. Retreat participants included members of the President's Executive Council (PEC) who serve as the university's leadership team, regional deans, and institute directors¹.

Phase one pre-planning meetings were used to recap and provide status updates on 2015 goals while also laying a foundation for identifying 2016 goals for each academic and administrative unit. Strong themes emerged from these individual meetings and included: student development, scholarship and endowment development, streamlining the admissions process for schools, information-technology improvements, competitive salaries, and strategic growth of academic programs. During the planning retreat these emerging themes were discussed along with other issues that arose from the individual meetings.

Retreat participants took time to reflect on the prior year's planning process, updated the university SWOT analysis and the 2015 Performance and Accountability Report, and identified new goals for 2016.

¹ A list of participants may be found on page 13 of this report.

Retreat Findings and Activities

Updating the university SWOT analysis continues to be a meaningful exercise as it provides a framework from which to think critically of university needs both now and into the future. Changes to the existing SWOT were minimal and involved only minor edits to reflect the changing internal and external environments affecting the university. Notable updates included the addition of engagement with virtual students as a “weakness”, adding the development of a new university intranet under “opportunities”, and emphasizing the impact of the economy and the fragility of community partnerships under “threats”.

2016 TTUHSC SWOT

Strengths

1. Quality of workforce
2. Quality of educational programs
3. Quality of students and graduates
4. Regional campus structure and community collaborations
5. Stable diverse finances (Practice plans, state funding, federal debt, no debt except for TRB debt service)
6. TTUHSC provides a needed service with a growing demand (People need what we do)

Weaknesses

1. Aging and limitations on physical space
2. Maintaining contextually relevant IT
3. Limited endowment for mission
4. Extramural funding
5. Barriers inherent in regional campus structure: Silos and regional organization often results in a lack of communication, uniformity, collaboration, & duplication of operations
6. Engagement with virtual students
7. “Growing pains” in TTUS

Opportunities

1. Continued strategically planned growth and expansion
 - a. Opportunities for collaboration within the TTUS
 - b. Veteran education
2. Developing human capital (staff development, succession planning, appropriate titles and compensation)
3. Development of alumni relations
4. Strengthening our brand and identity
 - a. The “Your Life Our Purpose” campaign is a great starting point in establishing our own identity and changing our culture.
5. New Intranet - Improvement of communications with faculty, staff, and students

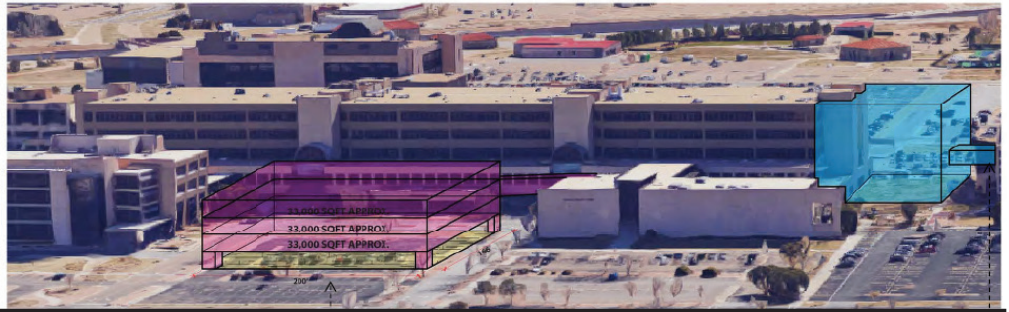
Threats

1. Sustainability of strategic growth and expansion (e.g. limitations of clinical sites, limitations of residency slots in Texas)
2. Susceptibility to external factors (Regulations, legislation, reimbursement changes, *economy*)
3. Competition in the areas of education, patient care and research – must remain competitive in attracting the best students, faculty and staff
4. Fragile nature of community partnerships and collaborations (community expectations vs. university needs)
5. Personal and institutional security and safety

EMERGING Themes

Facility Expansion

To accommodate continued growth, TTUHSC is working to address facility needs in Lubbock and at several of its campuses through the help of tuition revenue bonds and other funding sources.



Student Development

TTUHSC will work to strengthen and develop programs dedicated to increasing “citizenship” within our students with an emphasis on fostering an altruistic attitude. Trends with the current student population indicate a need for general skills development, including leadership and life skills, coupled with a holistic understanding of the unique societal role of healthcare providers.

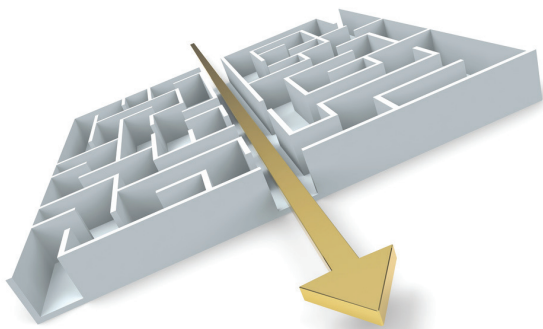
Endowment Growth & Scholarships

TTUHSC will focus on growing scholarship and endowment funding in coordination with the TTU System to strengthen the university’s financial position and help address student debt. TTUHSC will also develop relationships and structured mechanisms by which to reach the university’s base, including alumni, patients and community members.



Streamlining Admissions Process

TTUHSC component schools will work to address structural concerns with the admissions process including an assessment of effectiveness and organization.





Relationship Development

TTUHSC is fostering relationships with our communities, hospitals, higher education colleagues and other partners, to advance the university's vision and mission. Additionally, there is a specific need and focus for more clinical, residency training, and GME support.

Central Services & Infrastructure

TTUHSC is working to strengthen its cybersecurity as well as personal safety on its campuses. As a health-related institution, TTUHSC has various needs specific and tailored to its sector, including certain IT and legal services.

Information Technology – TTUHSC will assess IT functions and operations with special consideration to staffing needs and the potential for strategically outsourcing certain functions.



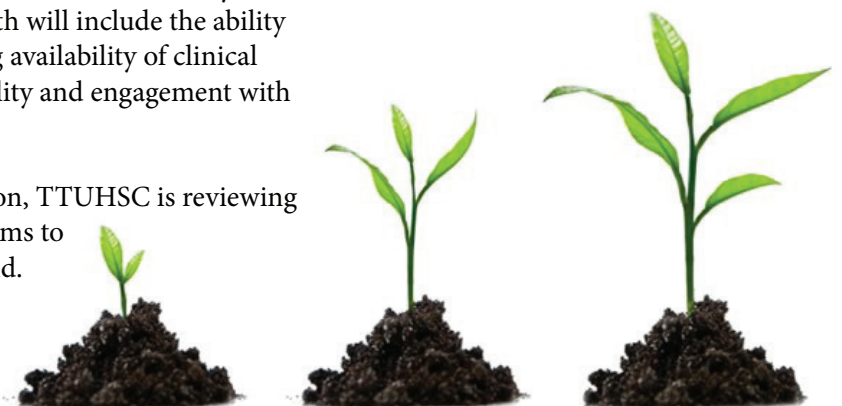
TTUHSC will continue efforts to ensure university salaries are competitive relative to the Texas market and beyond.

Employee Compensation

Strategic Growth of Academic Programs

TTUHSC will assess programmatic growth on the basis of its sustainability and the ability to meet market demands. Appropriate growth will include the ability to remain competitive with other universities, ensuring availability of clinical training sites and residency slots, and maintaining quality and engagement with distance learners.

Distance Education - In response to increased regulation, TTUHSC is reviewing and adapting its out-of-state distance education programs to meet ever-changing requirements and growing demand.



Trends **& Changes**

Retreat participants spent significant time discussing the current trends and changes which affect higher education in their respective fields. This discussion generated rich conversation about the evolving environment and the need to take timely and appropriate action. The list of the discussed areas included:

- Exceptional items request. In consideration of the current economic outlook, TTUHSC should:
 - Request no more than four special items
 - Develop a unified approach with other systems regarding requesting special items
 - Be mindful that we have historically received more non-requested items, than requested items.
- Interprofessional Education IPE - TTUHSC has emerged as an IPE leader in Texas and has an opportunity to lead statewide efforts. The uniformity of our IPE efforts across our campuses is a strength.
- Commercialization of research is currently seen as both a weakness and an opportunity.
- The emergence of competency based education with the possibility of new rules at SACS & Coordinating board.
- Growing TTUHSC's relationship with Veterans education (e.g. Veteran to BSN program).
- Consolidation of both payers and health systems in response to the changing healthcare market landscape.
- Third party payors driving patients elsewhere.
- Virtual delivery of services like healthcare - Some exploring the "Expedia" model for clinical care scheduling.

- Increased opportunity for federal funding.
- Growth in affiliation agreements
 - Education continuity through matriculation agreements is an opportunity to strengthen relationships with other colleges and universities.
 - Matriculation of younger students in professional programs.
 - Reciprocal agreements with TTU.
- Specific endowment growth
 - Opportunity for naming rights where funding can go to scholarships.
- The future and evolution of the modern library.
- Regulatory requirements becoming more prescriptive.
- Universal integration and acceptance of public health.
- Rising cost of IT and educational technology.
- Accreditation requirements for campuses being comparable.
- “Coddling” students because of accreditation?



2016

Unit Specific Goals

Academic Affairs

Admissions Process

Evaluate the effectiveness and organizational structure of the admissions process and recommend improvements

IPE

Develop an IPE steering committee with school, campus, and community representatives to promote IPE

Classroom Support

Evaluate and improve instructional technology and processes for reserving classrooms

Communications & Marketing

TTUHSC Website

Select vendor and complete TTUHSC website overhaul and redesign

Social Media

Refine, unify, and maximize social media efforts

Project Management

- Increase capacity for institutional C&M projects without sacrificing quality
- Provide monthly project dashboard

Diversity & Inclusion

Survey Response

Develop strategic response to the climate survey by increasing awareness and other activities

Collaboration

Create opportunities for increased community involvement and collaboration with TTU

Regional Expansion

Develop relationships for diversity and inclusion to be extended to all campuses

Finance & Administration

Funding Requests

Develop a standardized process for requesting institutional funds

Facility Expansions

Optimize resources and minimize disruptions to campus operations during ongoing TRB projects

Property Purchase

Support the President's Office with the purchase of the Forrest Park property in Dallas, TX

Parking

Develop both temporary and long-term parking solutions that accommodate TTUHSC students, personnel and patients as new buildings are constructed and those facilities become operational

Recruitment Strategies

Enhance recruitment strategies and processes to address the increased competition for qualified talent and ongoing turnover

General Counsel

Institutional Resource

Develop within the department a service oriented culture and mentality and position the department to serve as an institutional resource

Health Law

Increase health law expertise

Contracting

Revise the institutional contracting process

Government Relations

Elected Officials

Strategically engage with elected officials as early as possible

SARA

State Authorization Reciprocity Agreement

One distance learning agreement for 45 states

VA Clinic

Monitor and ensure progress of the VA Clinic

Talking Points

Develop institutional talking points

Health Policy

Advocacy

Develop an institutional advocacy agenda with the intent of educating stakeholders

TDCJ

Assess and potentially develop clinical and research opportunities at TDCJ

Information Technology

Research Database

Implement a process for a clinical data research database

Citrix

Imprivata rollout for clinics

New Services

Create and deploy mobile support stations with IT personnel in highly visible, student dense areas

Renovation / Relocation

Renovate the Information Technology Service Center (ITSC) areas at each campus to better serve students, faculty, and staff

Relocate all Lubbock IT including data center to the PSL basement

Desktop Life Cycle

Centrally manage the purchasing and replacement of institutional desktops and laptops

Privileged Access Mgmt

Implement privileged account management solution as a means to manage / mitigate risks associated with sensitive data, and report on user access patterns to privileged and sensitive data

Department Reassessment

Assessment of IT functions, outsourcing options, and staffing needs

Network Assessment

Have outside IT consultant evaluate and assess the network and provide best practice recommendations

Institutional Advancement

Capital Campaign

Campaign with focus on endowments

- 50th Anniversary
- Opportunity for naming rights (e.g. facilities) where funding can go to scholarships

Employee Campaign

Rollout employee campaign to the regional campuses

Student Campaign

Our Legacy Now

- Expand student-to-student support
- Provide life skills classes for students

Institutional Compliance

Student Training

Develop training programs for students in compliance privacy and documentation

Conflict of Interest

Develop an electronic version of the conflict of interest disclosure form

Risk Assessment

Diversification of the risk assessment process to include expand beyond the school of medicine

Research

Quality Improvement

Create a quality improvement unit

Quality Improvement is defined as: “systematic, data-guided activities designed to bring about immediate improvements in a particular setting for a distinct population”

Synergies

Create synergies among departments and faculty with TTU, TTUHSC and communities

Other

- Educate faculty on Intellectual Property
- Recruit new Attending Veterinarian
- Improve post-approval compliance

FMH Institute Rural & Community Health

Telemedicine / Telehealth

Better integration in the practice and within the community

- Work with the SOM through the telemedicine workgroup to develop a reliable and valid inventory of current uses of telemedicine, develop a list of areas in which new initiatives might occur, and identify barriers and resource needs to be implemented to facilitate progress
- Link community sites such rural clinics and hospitals, FQHCs, and others into a virtual health network that allows better access to specialty care and promotes efficiencies, and enhances outcomes especially in chronic disease management
- Secure sustained funding for TWITR as a model school-based tele-behavioral health program
- Train up to 120 practitioners and stakeholders in the state-of-the-art Telemedicine Training and Testing Laboratory located at HQ Plaza

West Texas AHEC

Stabilize the funding platform for the West Texas AHEC

- Inform decision-makers at the system, university, state and federal level of the program 's value in tangible metrics
- Work toward formula funding in cooperation with the other AHEC programs in Texas
- Develop funding for a Concho Valley AHEC with broad-based community support

Journal of Rural Health

Resurrect and revitalize the Journal of Rural Health

- Form an editorial board broadly representative of rural health stakeholders
- Develop an online journal and market through the TTU/ TTUHSC library collaboration network
- Produce an inaugural issue featuring TTUHSC and other scholarly work
- Promote widely as a publication option for TTUHSC and other faculty

Graduate School of Biomedical Sciences

MPH Program

Grow and strengthen the MPH program

El Paso GSBS

Successful sunset of the El Paso GSBS program

PhD Growth

Expand PhD stipends and increase the number of PhD students in Abilene

School of Health Professions

Information Technology

Restructure IT to address education technology and institutional IT issues

Research Hires

Strategically recruit hires in research

Admissions

Address barriers to the admissions process

School of Medicine

Student Research

Increase student research opportunities

Covenant Campus

Develop the Lubbock Covenant Campus

School of Nursing

Academic Programs

Refine academic programs to meet market demands

Expansion

Explore expanding into Amarillo and Mansfield

Admissions

Improve the admissions process

Research funding

Increase research funding to faculty

School of Pharmacy

Dallas Facility

Acquire the Dallas facility

Dallas Program

Develop a four year program in Dallas

Curricular Change

Make curricular changes to reflect the evolving role of pharmacists

2016 Strategic Planning Sessions Attendees

Thomas Abbruscato

Kendra Burris

Sharon Cannon

Sonya Castro

Elmo Cavin

Michael Conn

Mary Croyle

Kari Dickson

Michael Evans

Ryan Henry

Michael Hooten

Cynthia Jumper

Neeraj Kumar

Cathy Lovett

Didit Martinez

Jon McGough

Pearl Merritt

Melinda Mitchell-Jones

Tedd Mitchell

Kim Peck

Billy Philips

Hemachandra Reddy

Lori Rice-Spearman

Rial Rolfe

Brandt Schneider

Chip Shaw

Charles Seifert

Zuentin Smith

Thomas Thekkumkara

Connie Tyne

Justin White

Keino McWhinney



Emerging Themes from 2016 Planning Process

- Student Retention
- Faculty Retention
- Faculty Development
- Student Success
- Faculty Success
- Institutional Success
- Financial Success
- Community Success



Emerging Themes from 2016 Planning Process

- Quality Background
- Community Engagement
- Community Development
- Community Improvement
- Community Safety
- Community Health

YOUR LIFE

— *our purpose* —

TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER

