



**TTUHSC** Strategic Plan  
*2013 Highlights*

**VISION:** Texas Tech University Health Sciences Center will become a nationally recognized health sciences university.

**MISSION:** The mission of Texas Tech University Health Sciences Center is to improve the health of people by providing high quality educational opportunities to students and health care professionals, advancing knowledge through scholarship and research, and providing patient care and service.



## Message from President Mitchell

Academic health centers play a unique role in driving forward the innovative and explorative momentum in the health care system through education, research and patient care. At Texas Tech University Health Sciences Center (TTUHSC), our commitment to cultivate this process and improve the health of others is stronger than ever and further solidified by a dedication to our strategic priorities.

The year 2013 was a remarkable display of how these priorities have set in motion a growing momentum within our university. In the fall, we set an enrollment record of 4,519 students. The School of Allied Health Sciences demonstrated the lasting quality of its programs with another year of several perfect licensure exam pass rates, including the nation's highest score in the Masters in Athletic Training. A top 25 national ranking for research was given to our School of Pharmacy by the American Association of Colleges of Pharmacy. The innovative Family Medicine Accelerated Track program in our School of Medicine received the attention of numerous national media outlets.

In addition, the development of a university-wide Master in Public Health program was initiated in the Graduate School of Biomedical Sciences and will begin accepting students soon. Likewise, the School of Nursing is working on the establishment of a Doctor of Nursing Practice in Nursing Anesthesia Program and Texas' first Nursing Informatics Master of Science Program.

However, perhaps the most significant indication of our momentum to date came with the approval of TTUHSC at El Paso as a separate, free-standing university by the state's 83rd Legislature. In fact, this past year both the Paul L. Foster School of Medicine and the Gayle Greve Hunt School of Nursing graduated their inaugural classes.

Leveraging this momentum has allowed us to attract some of the nation's brightest students, distinguished faculty and outstanding staff which will continue to be essential as we move forward. Further developments are shared with you in the pages to follow along with an overview of our strategic plan for the next five years.

Thank you for continuing to support TTUHSC.

Sincerely,

A handwritten signature in black ink, appearing to read 'Tedd Mitchell'. The signature is fluid and cursive, with a small 'MD' written to the right of the main signature.

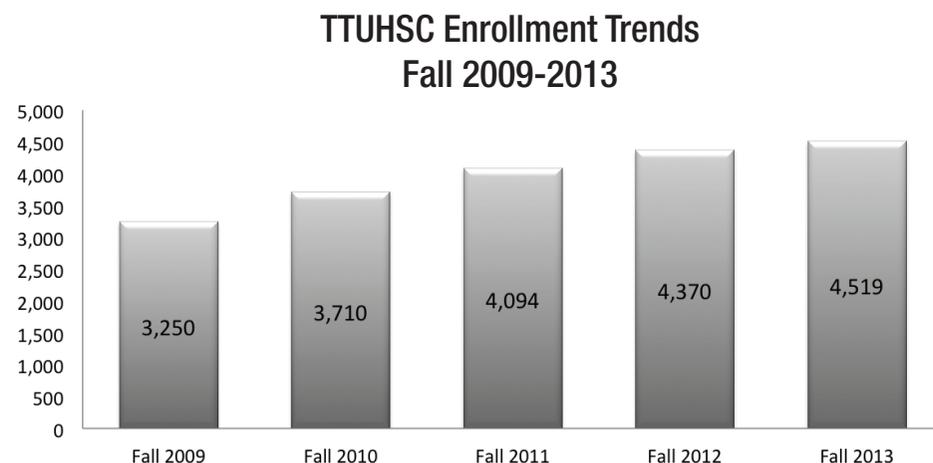
Tedd L. Mitchell, M.D.  
President

# Goal 1

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

## Objective 1.1 Increase student enrollment in targeted academic programs.

Texas Tech University Health Sciences Center (TTUHSC) achieved record enrollment in Fall 2013 with 4,519 students across its seven schools. This represents nearly a 40 percent increase over the past five years. TTUHSC schools of nursing and allied health sciences continue to have the largest student enrollments, but enrollments in the School of Pharmacy, Graduate School of Biomedical Sciences, TTUHSC School of Medicine, Paul L. Foster School of Medicine, and Gayle Greve Hunt School of Nursing have contributed significantly to the institution's overall growth as well.



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

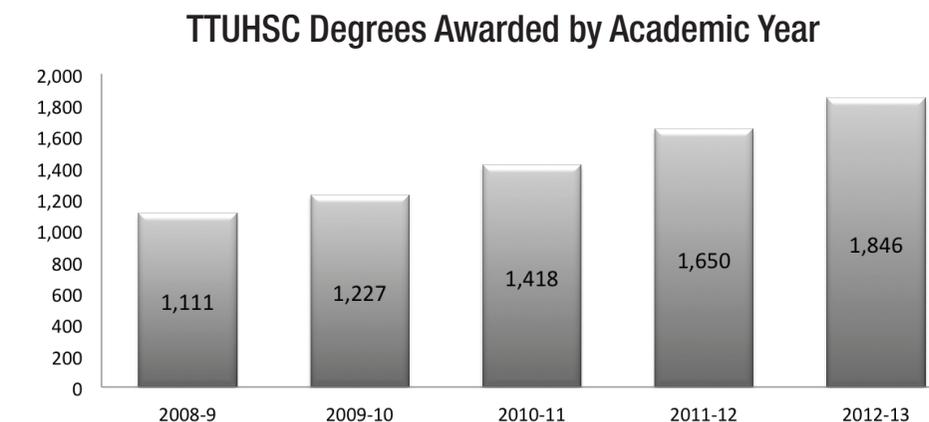


In Spring 2013 Theresa Byrd, R.N., DrPH, was identified as the founding chair of the new Master of Public Health Degree Program. Byrd's career has been devoted to community-based research with U.S.-Mexico border and migrant populations. She has been involved in projects aimed at understanding the health-related attitudes and beliefs of Hispanics and in the development of interventions to change health behaviors.

Currently, Byrd is the co-investigator and co-director of the Community Outreach and Dissemination Core on a center grant funded by the National Institutes of Health. Byrd will lead the new Master of Public Health Program as it enrolls its first class of students in Fall 2014.

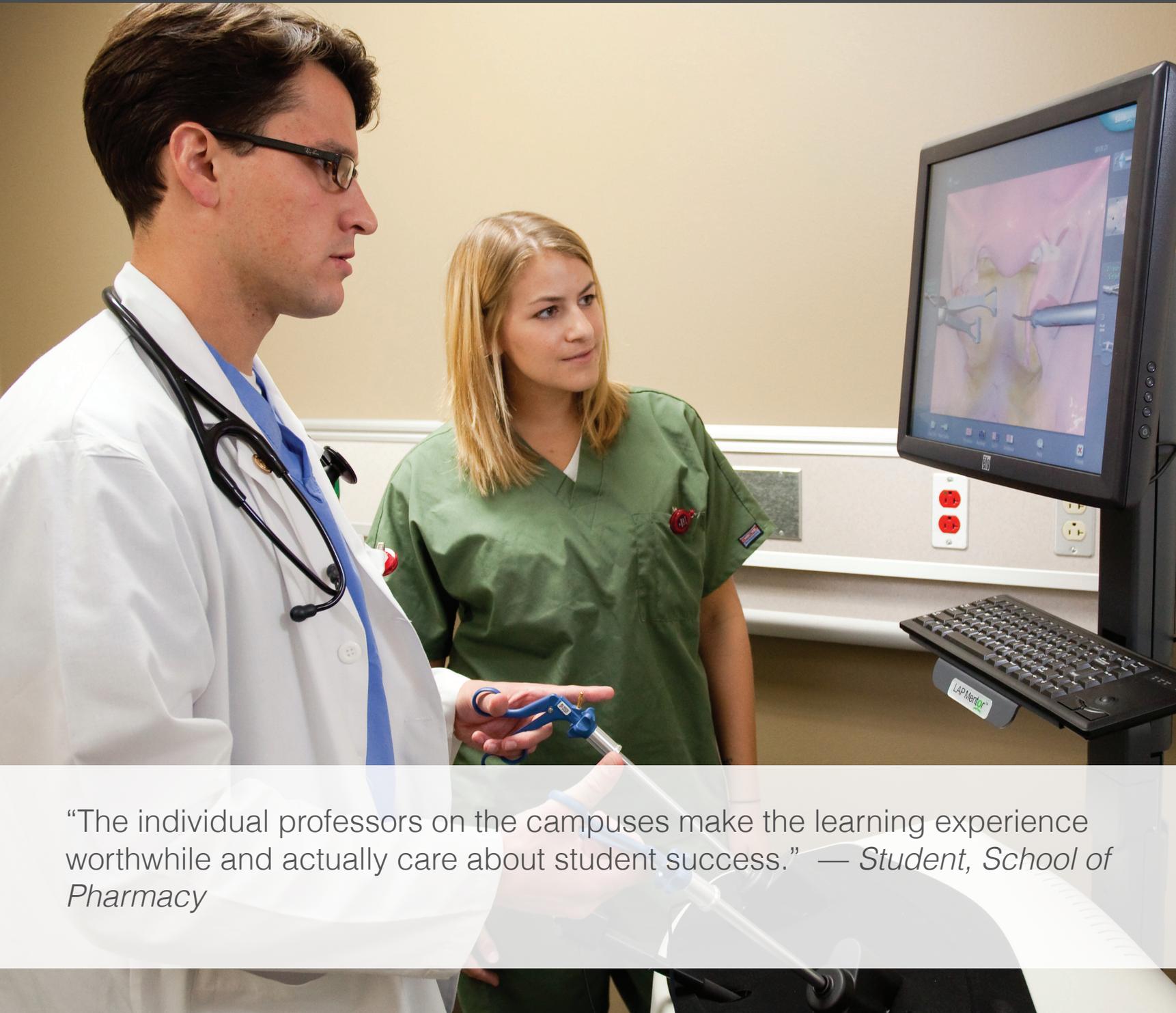
## Objective 1.3 Provide academic and student support services that promote student success across the institution.

Student success at TTUHSC is critical to the mission of our institution. Academic and student support services delivered at the school and institutional levels assist students in achieving their educational goals. In 2012-2013 TTUHSC awarded 1,846 degrees. This represents an impressive 66 percent increase over the past five years. We attribute this success to the collaborative efforts of high-quality students, faculty and staff.



# Goal 2

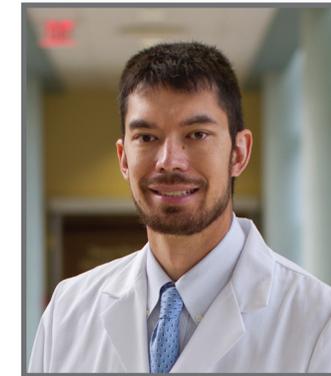
TTUHSC will recruit, develop and retain outstanding employees.



“The individual professors on the campuses make the learning experience worthwhile and actually care about student success.” — *Student, School of Pharmacy*

## Objective 2.1

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



**James Tarbox, M.D.**, recently joined the School of Medicine’s Department of Internal Medicine as an assistant professor. Tarbox, a former Red Raider whose specialty is allergy and immunology, comes to TTUHSC from St. Louis. He earned his undergraduate degree from Texas Tech University and his medical degree from TTUHSC. He completed his residency at the world-renowned Cleveland Clinic Foundation and a fellowship in allergy and immunology at the prestigious Washington University School of Medicine.

## Objective 2.2

**Recruit, develop and retain qualified staff.**



**Maria Martinez** has been a custodian at TTUHSC Amarillo for the last 11 years. She takes great pride in the work she does and always has an upbeat and positive attitude. Martinez cleans and disinfects our environment with not only a smile, but with a spirit of dedication that exceeds expectations. She never complains and is caring and compassionate. Her 11-year dedication to the custodial field is a testament to her strong work ethic and commitment to the betterment of the institution.

# Goal 3

TTUHSC will advance knowledge and health care practice through innovative research and scholarship.

## Objective 3.1 **Develop and enhance programs to facilitate an increase in externally funded, peer-reviewed research that reflects diverse interests.**

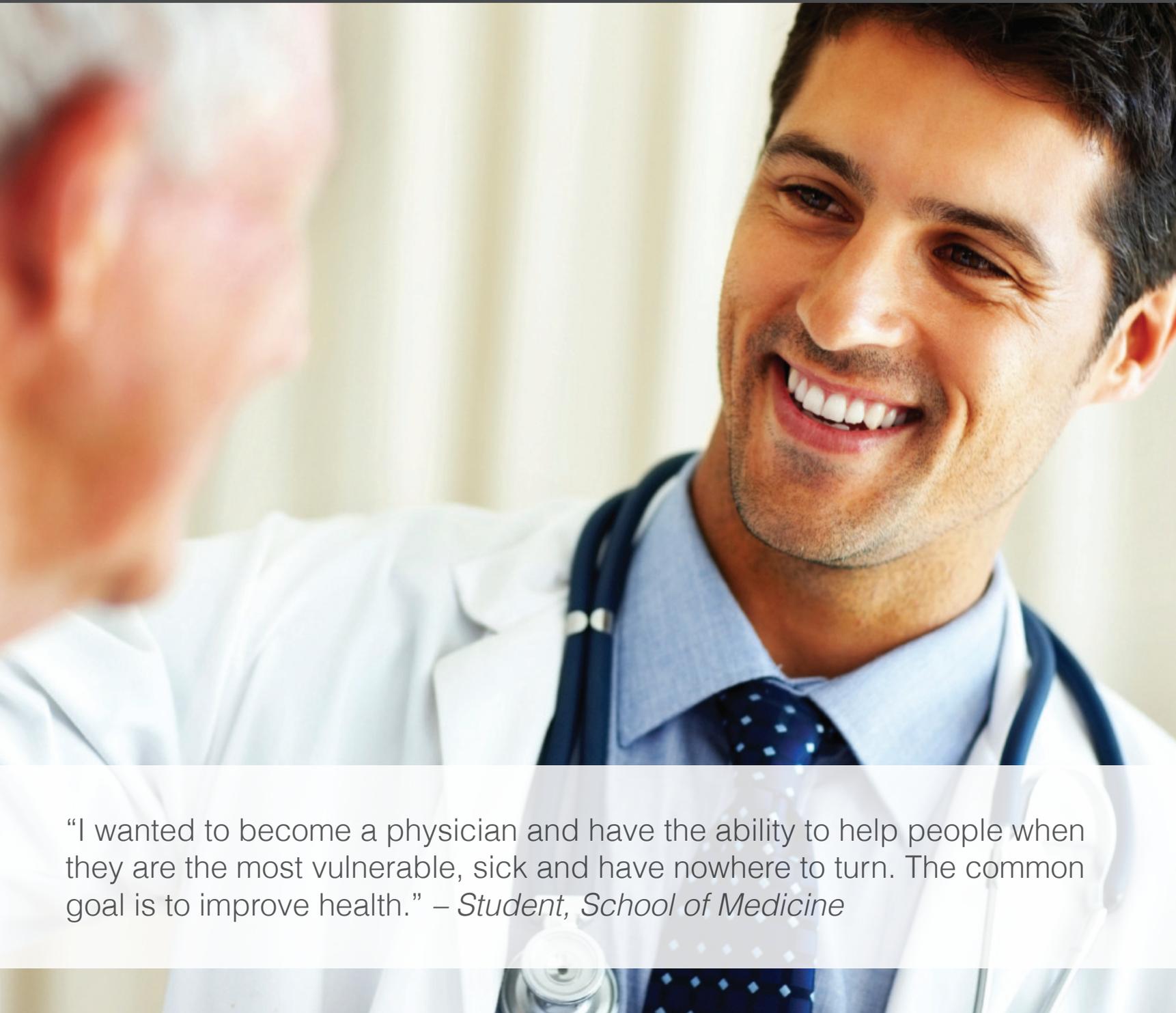
Established in 2010, the **Clinical Research Institute (CRI)** continued to contribute positively to the institutional mission in 2013. The CRI was developed to encourage, assist with, and conduct cooperative clinical research across all TTUHSC schools and campuses. With an emphasis on investigator-initiated studies, the institute facilitates the conduct of clinical, epidemiologic, and educational research by faculty and provides training related to such research. In its first few years of operation, the CRI has worked collaboratively with numerous principal investigators and participated in several hundred studies. As we look toward the future, it is anticipated that the CRI will be instrumental in further developing the research culture for TTUHSC faculty, fellows, residents, and students.



“Research is fun, right from developing a hypothesis, designing experiments, analyzing results and repeating the same procedure again until you find something new. It really gives a sense of accomplishment when you realize your work will make a positive impact on someone’s life.”  
– *Student, Graduate School of Biomedical Sciences*

# Goal 4

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



“I wanted to become a physician and have the ability to help people when they are the most vulnerable, sick and have nowhere to turn. The common goal is to improve health.” – *Student, School of Medicine*

## Objective 4.1

### Improve access to quality health care and education among targeted populations.



The **Larry Combest Community Health & Wellness Center** is currently in the midst of a 10,000-square-foot expansion made possible by a \$5 million grant. The award is part of a series of capital investments that are made available to community health centers under the Affordable Care Act. The Combest Center is one of six health care centers in Texas to receive the full funding amount. The expansion will include new medical exam rooms, lab space, a procedure

room and teaching kitchen for health education. As a Federally Qualified Health Center serving Lubbock and surrounding areas, the nurse-managed Combest Center specializes in primary care and management of chronic diseases like diabetes, asthma, hypertension and obesity. This exciting expansion will provide the community with a new level of exceptional care.



The **TTUHSC Student-Run Free Clinic** is an urgent care clinic that provides basic health care to the working poor and homeless population of Lubbock. Run by physicians and medical students, the clinic operates one evening per week, providing health care services at no cost to the patient. Since opening its doors, the clinic has treated more than 2,000 unique patients in more than 3,450 patient visits, averaging 25 to 30 patients a week. This clinic provides

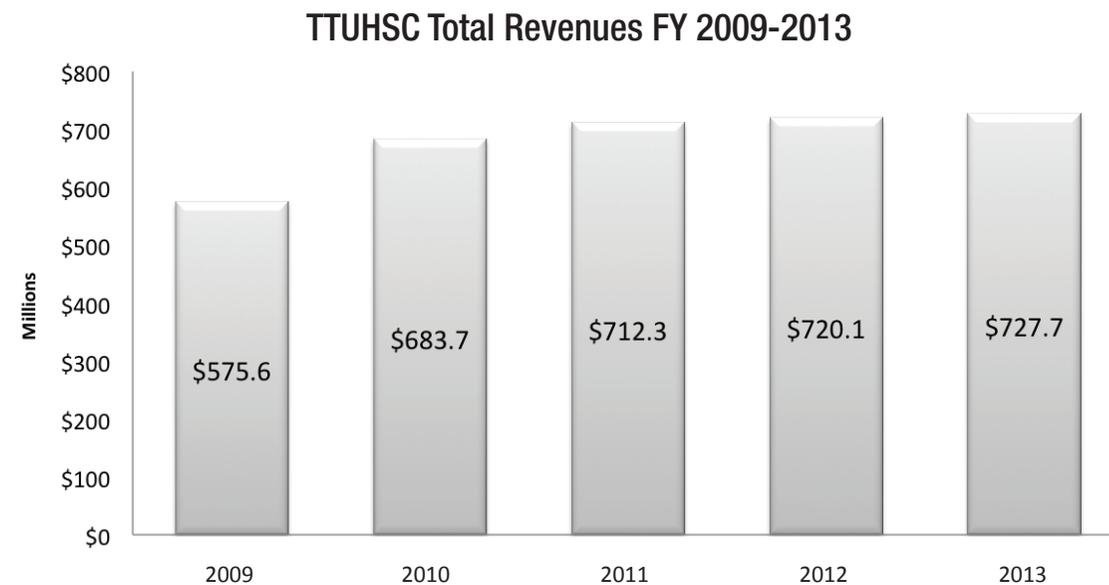
an excellent opportunity to make a positive impact on community health and enhance student education through community service.

# Goal 5

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

## Objective 5.1 Maintain financial stability through efficient management of fiscal resources and fundraising efforts.

In FY 2013, TTUHSC reported total revenues in excess of \$727.7 million. This represents an increase of 26 percent over the past five years.



## Objective 5.2 Maintain appropriate technology to promote effective operations in a multi-campus system.

Over the past year, TTUHSC began implementation of a Scholarship Tracking System (STS) to manage and award student scholarships. STS captures scholarship award history, assists with determining award selections and manages scholarship accounts. In

addition, an electronic scholarship application is being developed to improve student accessibility to scholarship funding. Combined, both of these technological innovations will assist TTUHSC in providing critical and timely student support services.

## Objective 5.3 Operate and maintain a physical environment conducive to learning, research and patient care.

The Gayle Greve Hunt School of Nursing recently broke ground on a new academic building in El Paso. Located directly across from the Paul L. Foster School of Medicine-Medical Education Building, this 34,000 square-foot facility will house a high-tech environment featuring 12,000 square feet of simulation labs, four classrooms and multiple collaborative learning spaces. Construction of this new facility, which was made possible through funding from the Medical Center of the America's Foundation and Hunt Family Foundation, will be a true asset to El Paso students, faculty and staff.



## Objective 5.4 Work collaboratively with key stakeholders to accomplish the mission of the institution.

Over the past year, the TTUHSC InfantRisk Center developed two smartphone applications to give health care providers and consumers fast, convenient access to up-to-date information about medications and their safety during pregnancy and breastfeeding.

The InfantRisk app for health care providers is available on iTunes and Android Market. The MommyMeds app will soon be available for consumers. Both apps are based on “Medications and Mothers’ Milk” written by Thomas W. Hale, R.Ph., Ph.D., executive director of the InfantRisk Center and professor of pediatrics at TTUHSC and one of the world’s leading experts in perinatal pharmacology.



“At TTUHSC, the faculty and staff really do care about their students. As cliché as that may sound, it is really true. I have always felt a sense of belonging to the school and feel proud to be a part of such a great program.” — *Student, School of Medicine*



TEXAS TECH UNIVERSITY  
HEALTH SCIENCES CENTER™