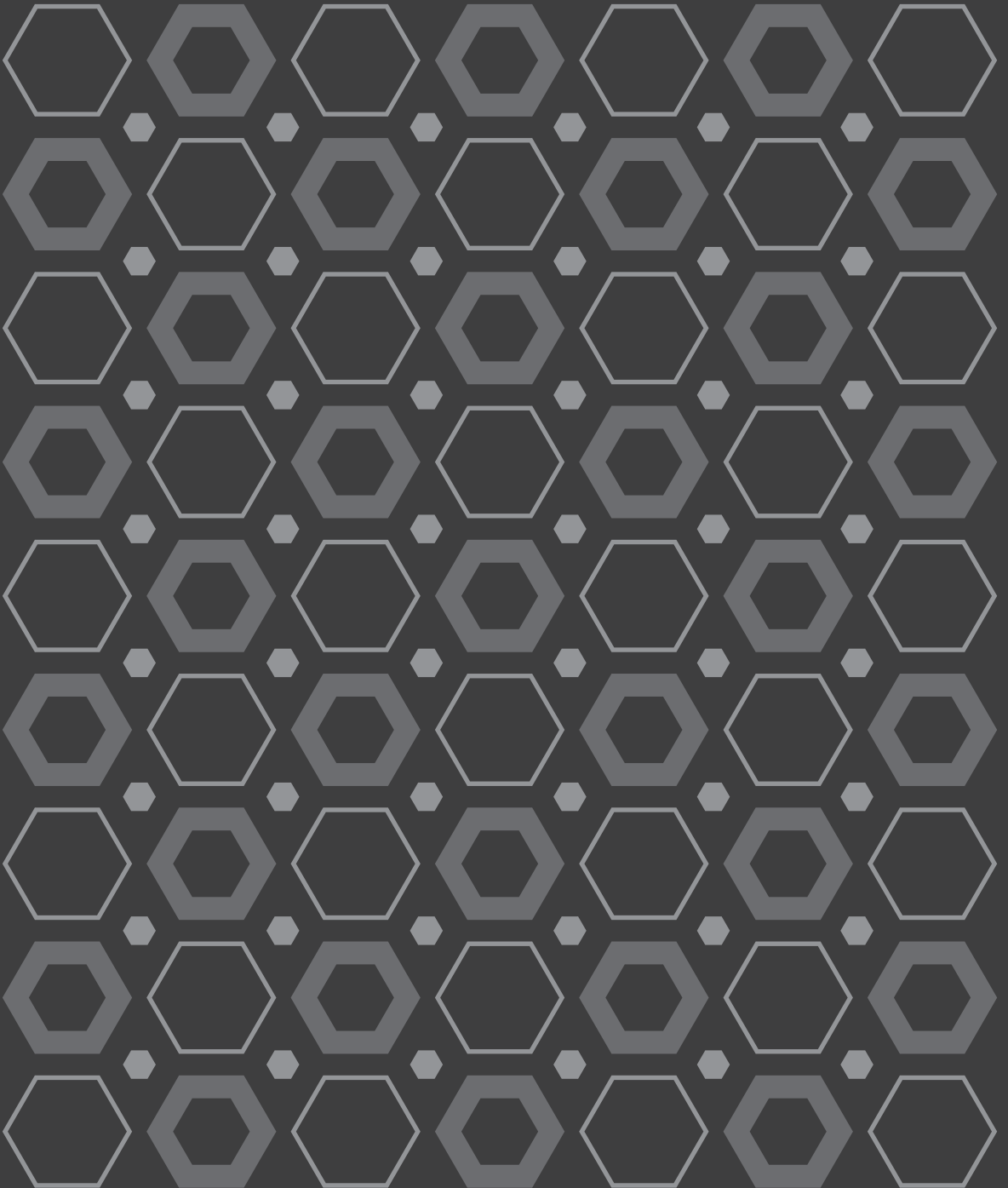


TTUHSC 2020

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**STRATEGIC PLAN**







# 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 experiences that include personal and ethical development.

For the next 18 months, we will focus on five priority areas — ACADEMICS, RESEARCH, SERVICE AND OUTREACH, PEOPLE 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 & Marketing), 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 health care professionals, providing excellent patient care and advancing knowledge through innovative research.

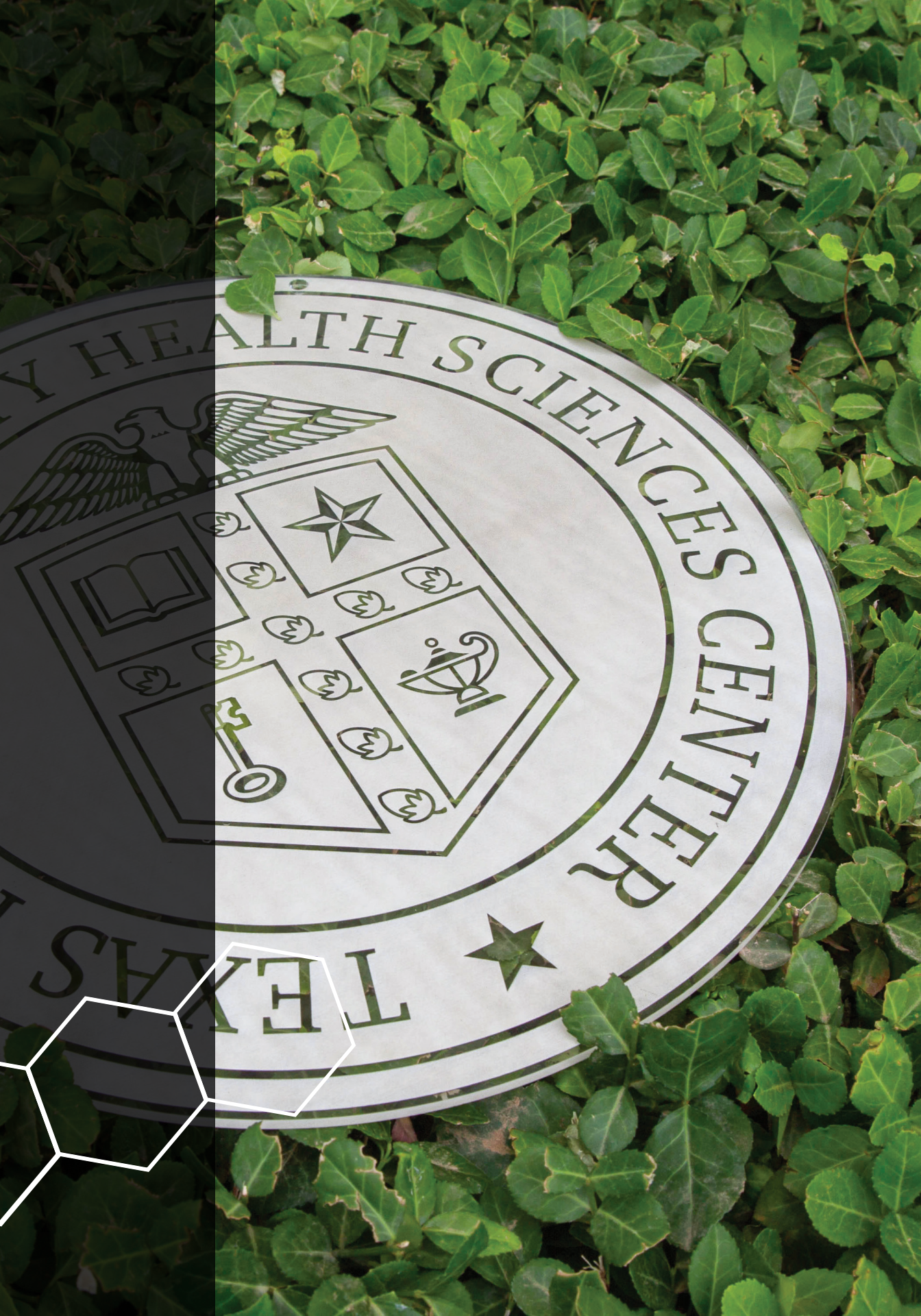
# VALUES

Beyond Service | Kindhearted

Integrity | One Team | Visionary







UNIVERSITY OF TEXAS HEALTH SCIENCES CENTER

TEXAS

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

**TTUHSC'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.

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 academics priority will focus on enhancing innovation, inter-professionalism, integration and integrity.

**PRIORITY:**  
*academics*



## 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 at commonly scheduled times

## OBJECTIVE

**Enhance personal and professional development of students**

## STRATEGIES

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

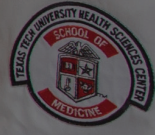


Randall E.  
Family & Comm

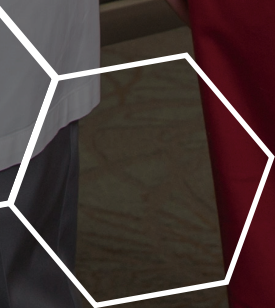




Sheets, M.D.  
Community Medicine



INTERPROFESSIONAL  
**EDUCATION**  
EXPERIENCES



## OBJECTIVE

**Develop an 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 administrative 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.

TTUHSC 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 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 in the research arena and more successful in our discovery and advancement of knowledge.



**PRIORITY:**  
*research*



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,** TTUHSC 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 and 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 and outreach*



## 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 health care providers
- + Determine methods to meet health care needs of TTUHSC employees

## 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
- + Create a focused marketing plan to promote the TTUHSC brand and services
- + Continue the 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**  
IN **TELEMEDICINE**





## OBJECTIVE

**Identify and integrate values that 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, TTUHSC 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.

**P R I O R I T Y :**  
*people*

A woman with dark hair tied back, wearing a black blazer and large gold earrings, is looking intently at a document she is holding. She is in a meeting setting with other people blurred in the background. A large blue shape is overlaid on the left side of the image, and a white line graphic of a chain of hexagons is at the bottom.

BECOME THE  
EMPLOYER  
OF CHOICE







VALUE SUMMIT  
Texas Tech University Health Sciences Center

VALUES SUMMIT  
Elizabeth  
Human Resources

Debra  
A. Board of Nursing

VALUES SUMMIT  
Texas Tech University Health Sciences Center

Hospitality SERVICES

VALUES SUMMIT  
Elizabeth  
Human Resources

VALUES SUMMIT

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

**Aligning TTUHSC'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 as External Relations (Institutional Advancement and Communications & 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 established on a values-based culture. These along with Finance, Information Technology, Facilities 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 Sosland  
Julie St-John  
Gary Ventolini  
Will Watson  
Justin White  
Simon Williams



## STRATEGIC PROCESS

The development of TTUHSC's 2020 strategic plan started in the fall of 2017. At that time, all schools and departments within the university were asked to conduct a SWOT (strengths, weaknesses, opportunities and threats) analysis as well as other similar strategic exercises and provide findings to TTUHSC's Office of the President. From these exercises, five strategic priorities were identified: academics, research, service and outreach, people and operations.

To focus the scope of these five priorities, as well as to develop corresponding strategic objectives, five thematic workshops were held during February and March 2018. The workshops were organized to establish collective responses to the questions "Where do we want to go?" and "What do we want to accomplish as a university?"

At each workshop, President Tedd L. Mitchell, M.D., led about 50 team members from across the university to develop objectives for each strategic priority. During the workshops, Dr. Mitchell also shared his vision of the strategic plan and allowed time for those in attendance to share ideas and provide input.

Following the final workshop, a survey was sent to over 300 TTUHSC employees across all campuses with a title designation of "director" and above as well as to clinical department administrators. Those who received the survey were invited to provide input to help prioritize the objectives developed during the workshops. Additionally, a working lunch was held with the deans and selected students from each of TTUHSC's five schools to discuss the objectives related to the academics priority.

Feedback gathered from the survey and student meeting was disseminated to university leadership in preparation of TTUHSC's annual strategic planning retreat held March 28, 2018. During the retreat, the strategic priorities and corresponding objectives were reviewed, and an exercise was conducted to discuss strengths, weaknesses and opportunities for each of the strategic priorities. From these discussions, strategies were developed to (1) augment current strengths; (2) address weaknesses; and/or (3) pursue opportunities. Attendees were directed to evaluate strategies based on value, appropriateness, feasibility, acceptability, cost-benefit, timing and accountability. All strategies were designed to be actionable so that the university can move toward accomplishing each objective in the upcoming years.

With the strategies in place, TTUHSC is positioned to develop a framework to assess progress toward each objective of the strategic plan, recognizing that metrics and indicators will need to be further developed within the schools and departments responsible for key roles in achieving the objectives.

The TTUHSC 2020 strategic plan provides the framework to empower decision makers across the university to prioritize initiatives that will move TTUHSC toward its goals. As TTUHSC works to achieve the priorities and objectives set within, there also is an expected outcome of greater coordination, communication and unity across the university community.



TEXAS TECH UNIVERSITY  
HEALTH SCIENCES CENTER.™