

TEXAS TECH UNIVERSITY



HEALTH SCIENCES CENTER

STRATEGIC

plan

FY 2022-2027



Letter from the PRESIDENT

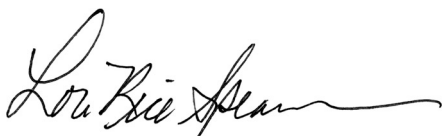
This strategic plan represents contributions by our students, faculty and staff during one of the most challenging times in our university's history. As ONE TEAM, we gave our best to one another and those we serve as COVID-19 impacted our world.

Our efforts, specifically during the past year, led to a new vision — **transform health care through innovation and collaboration** — setting the direction for our approach to the future.

Through bold conversations and transparent, engaging work sessions, we created a living document to guide the work of our great university over the next five years. **I truly appreciate everyone who contributed their time and input through the strategic planning process.**

Although we could not meet face-to-face as we have done in previous years, virtual ideation workshops allowed us to identify strategic priorities for our **goals of innovation, collaboration and telehealth**. In reviewing the priorities developed, it was apparent we were aligned on actions to advance TTUHSC. I believe this reflects that we are moving forward with continuity of purpose.

With this strategic plan as our framework and guide, I am confident that TTUHSC will transform health care and serve as a model across the health care continuum. I welcome your continued participation as we invest in achieving our strategic goals, and I look forward to celebrating our accomplishments.



LORI RICE-SPEARMAN, PH.D.

President, *Texas Tech University Health Sciences Center*

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.

VISION

TTUHSC has a new vision that will set the direction for our approach to the future of health.

TRANSFORM HEALTH CARE THROUGH

*Innovation &
Collaboration.*

VALUES

At TTUHSC, our values are integral to our purpose! Our team aims to align with these values on a daily basis to accomplish our university's mission and vision.



ONE TEAM



KINDHEARTED



INTEGRITY



VISIONARY



BEYOND SERVICE

ONE TEAM | *Unite and include diverse perspectives to achieve our mission.*

KINDHEARTED | *Exceed expectations with a kind heart, helping hands and a positive attitude.*

INTEGRITY | *Be honorable and trustworthy even when no one is looking.*

VISIONARY | *Nurture innovative ideas, bold explorations and a pioneering spirit.*

BEYOND SERVICE | *Create and deliver positive defining moments.*

The future of **HEALTH**

In 2020, the TTUHSC president unveiled a new university vision to guide TTUHSC's strategic initiatives: transform health care through innovation and collaboration.

- ✦ **INNOVATION** is the foundation of the university. New ways of thinking are how the university was created and how TTUHSC will continue to transform health care. TTUHSC will boldly engage all to inspire innovation across all campuses and clinics to improve patient care, research and education.
- ✦ **COLLABORATION** is the cradle of innovation. Teamwork helps encourage diverse thought and brings a variety of innovative solutions and ideas to the table. TTUHSC is committed to creating an environment that fosters collaborations both inside and outside of the university.

Five university councils were established to lead the work to be carried out under this strategic plan:

1. **ACADEMICS**
2. **CLINICAL AFFAIRS**
3. **RESEARCH**
4. **PEOPLE AND OPERATIONS**
5. **EXTERNAL AFFAIRS**

TRANSFORM
HEALTH CARE
THROUGH
INNOVATION



COLLABORATION

ACADEMICS

council

STRATEGIC GOAL: INNOVATION

OBJECTIVE:

Promote innovation in our academic programs, academic support services and student affairs.

TOP STRATEGIES

1. Renovate the Preston Smith Library of the Health Sciences using an innovative programming model, which serves as an exemplar for the libraries on our other campuses.
2. Create a universitywide initiative for innovative teaching and learning for access by faculty across all schools and campuses.
3. Develop and launch a School of Population and Public Health with an administrative base on the Abilene campus.
4. Explore opportunities for competency-based education via direct assessment within appropriate academic programs.

STRATEGIC GOAL: COLLABORATION

OBJECTIVE:

Promote collaborative learning opportunities leveraging best practices.

TOP STRATEGIES

1. Implement a common learning management system across all schools.
2. Explore a common core curriculum, including interprofessional simulation-based activities across academic programs.
3. Promote the holistic development of students in curricular and co-curricular experiences with emphases on diversity, interprofessionalism and emotional intelligence.
4. Advance universitywide resources and support for distance education and student accessibility.
5. Develop strategic academic partnerships with other institutions.





CLINICAL AFFAIRS

council

STRATEGIC GOAL: INNOVATION

OBJECTIVE:

Improve health care and patient care outcomes.

TOP STRATEGIES

1. Establish our university as a transformational leader in mental health.
2. Create multidepartmental centers of excellence focused on COVID-19 and peripheral vascular disease.
3. Organize meaningful research and initiatives in health care disparities.
4. Improve post COVID-19 nursing home care.

STRATEGIC GOAL: COLLABORATION

OBJECTIVE:

Cultivate and enhance collaborations that utilize our unique position as a comprehensive academic health center.

TOP STRATEGIES

1. Develop new “clinics without walls” model of primary care.
2. Implement collaborative programs to strengthen our role as a leader in clinical service, ingenuity and coordination.
3. Enhance our student educational and clinical initiatives.
4. Strengthen the visibility and recognition of our university through clinical scholarly initiatives.

RESEARCH *council*

STRATEGIC GOAL: INNOVATION

OBJECTIVE:

Modernize our research infrastructure to effectively capitalize on research opportunities.

TOP STRATEGIES

1. Optimize the utilization of the Texas Tech University Innovation Hub at Research Park to promote innovation and commercialization.
2. Improve the success rates of research commercialization applications from government agencies and intellectual property generation.
3. Increase publications in high-impact journals.
4. Increase number of external research grants awarded.

STRATEGIC GOAL: COLLABORATION

OBJECTIVE:

Advance our research portfolio through collaborations in areas of strength.

TOP STRATEGIES

1. Improve the Office of Research's administrative processes to support faculty seeking funding.
2. Identify clusters of research strengths in order to expand collaborative opportunities and secure seed grants in these areas.
3. Facilitate the growth of interprofessional research collaborations both internally and externally.





PEOPLE AND OPERATIONS *council*

STRATEGIC GOAL: INNOVATION

OBJECTIVE:

Encourage innovative approaches to improve our operational strategy and establish the institution as the employer of choice.

TOP STRATEGIES

1. Operationalize our Values-Based Culture.
2. Implement strategies to recruit and retain a talented workforce aligned with our values.
3. Execute a comprehensive facility management system.

STRATEGIC GOAL: COLLABORATION

OBJECTIVE:

Implement growth and development strategies that encourage collaboration and align resources at our university.

TOP STRATEGIES

1. Develop a comprehensive facility and information technology master plan for each campus.
2. Implement metric-driven standards to equitably distribute resources within the university.
3. Cultivate relationships with internal and external constituents to serve and support the TTUHSC communities.

EXTERNAL AFFAIRS *council*

STRATEGIC GOAL: INNOVATION

OBJECTIVE:

Champion our university's role as an innovative leader through meaningful engagement.

TOP STRATEGIES

1. Advance our visibility through digital avenues by adopting a digital first approach.
2. Maintain a culture of open communications.

STRATEGIC GOAL: COLLABORATION

OBJECTIVE:

Position the institution as a key collaborative partner with external stakeholders.

TOP STRATEGIES

1. Foster new and existing long-term relationships by increasing philanthropy and community involvement.
2. Expand the impact of our experts and brand.
3. Improve the collaborative framework for governmental relations.







comprehensive TELEHEALTH

TTUHSC was among the pioneers in telemedicine and will lead the way in telehealth through innovative education, collaborative research and growth of telehealth practices.

STRATEGIC GOAL: COMPREHENSIVE TELEHEALTH

Coordinated under a universitywide institute, establish our university as the leading institution in the advancement of comprehensive telehealth.

INSTITUTIONAL OBJECTIVES:

1. Incorporate telehealth competencies into all appropriate academic program curricula.
2. Enable coordinated deployment and growth of telehealth practices.
3. Expand the body of knowledge of telehealth with emphasis on outcomes and efficacy.
4. Provide and support the infrastructure for telehealth integration.
5. Work with partners, government agencies and key stakeholders to support the expansion of telehealth practice.





The background is a solid red color. Overlaid on this are several white outlines of hexagons. One large hexagon is at the top left. Another is in the center, partially behind the text. A third is at the bottom right. The text 'innova' and 'collabo' is written in a white, outlined, sans-serif font, centered horizontally and partially overlapping the central hexagon.

innova
collabo



tion &
oration



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