



STRATEGIC **PLAN**

FY2026-2030



OVERVIEW

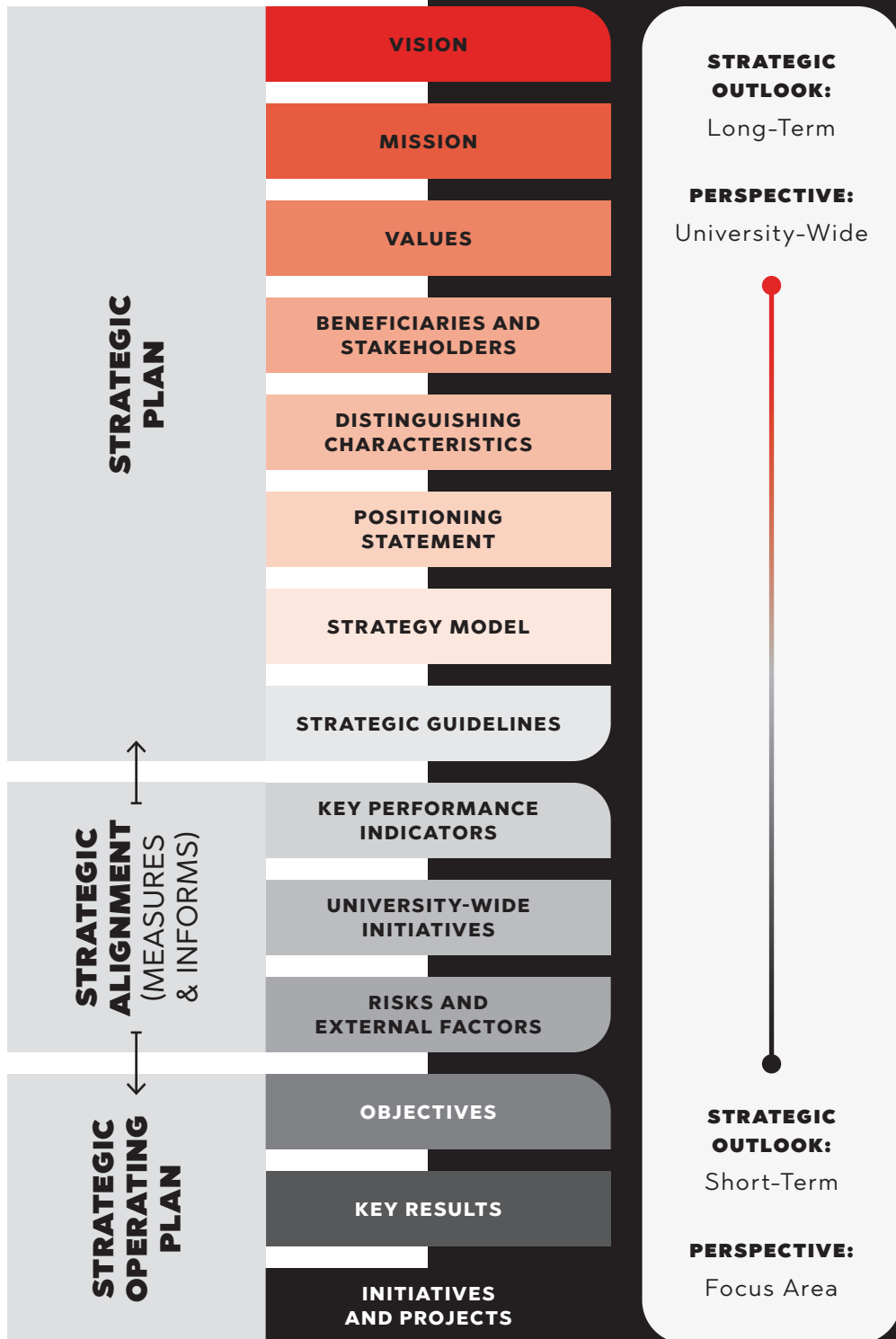


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Letter From The President

We believe that your zip code should not determine your health. Yet, for many Texans, it does. This reality is a call to action; this strategic plan is our response.

As the largest producer of health care providers statewide, we are uniquely positioned to expand access to quality care, strengthen our role as a premier health sciences university and improve lives across the state, especially in rural areas and among underserved populations.

What sets this plan apart is its clarity and bold ambition. This strategic plan sharpens our focus, defines what sets us apart and outlines how we will measure success. Reflecting our mission and the culture that drives us, the plan rests on a values-based foundation that empowers people to thrive and ensures every action is aligned with purpose.

I am deeply grateful to everyone who helped shape this effort. Your insight and dedication have shaped a plan rooted in who we are and designed for where we are going.

*Together, we will expand access, improve care and lead **the future of health** in Texas and beyond.*



Lori Rice-Spearman, Ph.D., HEALTH PROFESSIONS '86

PRESIDENT AND UNIVERSITY DISTINGUISHED FACULTY

TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER





STRATEGIC **PLAN**

Vision

An aspirational and forward-looking statement that defines the impact we seek to make and the future we intend to create.

Mission

A clear and actionable statement that defines our purpose and what we do.

OUR VISION IS A HEALTHIER FUTURE WITH
ACCESS TO QUALITY CARE FOR EVERY TEXAN.

Your zip code should not predict your life expectancy, yet in too many places across Texas it does. Our vision is aimed at eliminating this disparity by expanding access to quality care and improving overall health outcomes.

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

Our values define the behaviors that shape our culture, inform our decisions and distinguish how we educate, serve and lead.

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 accountable even when no one is looking.

VISIONARY

Nurture innovative ideas, bold explorations and a pioneering spirit.

BEYOND SERVICE

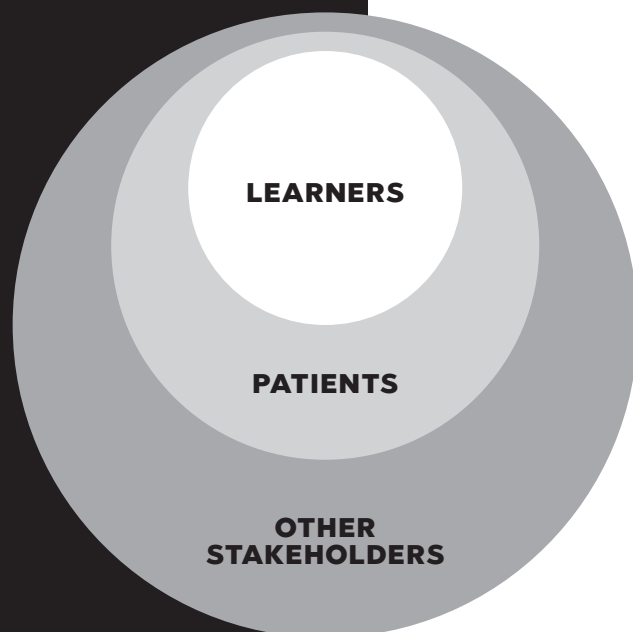
Create and deliver positive defining moments.



Beneficiaries and Stakeholders

Beneficiaries and stakeholders are central to the strategic planning process and instrumental in achieving meaningful outcomes.

Identifying those who benefit from and are impacted by our work ensures our strategies are meaningful, aligned and driven by those we serve.



OUR STRATEGY STARTS WITH UNDERSTANDING **WHO WE SERVE**

Strategic decisions are first evaluated by their impact on our learners, who are the foundation of our mission. Their education and training shape the quality of health care patients receive today and prepare the health care workforce of tomorrow. Through research and innovation, we advance knowledge and clinical practice, further improving population and public health and individual patient outcomes. This learner-driven approach ensures that we not only enhance patient care but also strengthen the future of health and well-being for all.

- ▶ **LEARNERS:** as a health-related institution of higher education, learners are at the core of everything we do.
- ▶ **PATIENTS:** recipients of care provided today by our learners and team members, and in the future by the graduates we educate, prepare and train.
- ▶ **OTHER STAKEHOLDERS:** our team members, partners, communities, the state of Texas and the broader body of health knowledge are all essential to and impacted by our success.



Distinguishing Characteristics

These three characteristics represent core strengths that consistently set TTUHSC apart. They provide a strategic foundation for how we position the university, guide decisions and communicate what makes us unique—while complementing other areas of excellence across the institution.

1. TTUHSC CULTURE

At TTUHSC, culture is not just something we talk about—it is what sets us apart. Our values-based culture is the foundation of who we are, shaping how we educate, conduct research and deliver patient care. It creates environments where people feel valued, supported and empowered to succeed, which in turn strengthens everything we do.

This culture is not built on policies or initiatives alone—it thrives because of our people. We bring integrity to every decision, lead with kindness and push boundaries with a visionary spirit. We achieve more together, knowing collaboration fuels progress, and we go beyond service, ensuring that every interaction leaves a lasting impact.

At TTUHSC, culture truly drives our strategy. It fuels belonging, trust and performance, whether in the classroom, at the bedside or across our teams. It is what allows us to expand access to quality care, train the next generation of health care leaders and drive innovation in ways that no one else can.





2. VALUABLE AND ACCESSIBLE **EDUCATION**

TTUHSC delivers a top-ranked, high-quality education that is both financially accessible and career-focused. Our programs integrate hands-on clinical training, strong advising and mentorship, and interprofessional collaboration, ensuring graduates enter the workforce with confidence and real-world experience.

We are committed to removing barriers to education by maintaining affordable tuition, expanding scholarship opportunities and enhancing access to innovative training methods, including simulation, telehealth and rural clinical experiences. This ensures that learners receive exceptional value while being well-prepared to serve all communities.

TTUHSC's focus on academic excellence and nationally recognized programs equips graduates with the skills and knowledge to lead in their fields. By providing career-ready education that aligns with workforce needs, we strengthen the future of health care while ensuring learners can pursue their goals without unnecessary obstacles.

3. FOCUS ON **RURAL AREAS** AND **UNDERSERVED POPULATIONS**

TTUHSC is deeply embedded in the communities we serve, working to expand access to quality care and reduce health disparities in rural areas and with underserved populations. Through immersive clinical training, innovative telehealth solutions and community-driven research, we prepare graduates to serve where they are needed most.

Our commitment extends beyond education—we actively integrate research-driven solutions, rural clinical training programs and digital health innovations to improve health care delivery in medically underserved areas. TTUHSC learners gain hands-on experience in team-based, interprofessional settings, ensuring they are equipped to meet the unique challenges of these communities.

By strengthening rural and underserved health initiatives, TTUHSC not only enhances patient care, but also builds a more sustainable health care workforce—one that is ready to lead, innovate and make a lasting impact where it is needed most.

Positioning Statement

Our positioning statement defines our unique identity and competitive advantage. It serves as a strategic anchor, shaping how we differentiate ourselves and communicate our value to those we serve.

We are a values-driven university shaping the next generation of health care leaders and expanding access to quality care where it is needed most. Our culture of personal investment ensures that learners and team members thrive—building a workforce ready to serve.

Through top-ranked, accessible education, real-world training and research grounded in the needs of the populations we serve, we deliver unmatched value—anchored by our deep and ongoing commitment to rural areas and underserved populations. This is how we shape the **THE FUTURE OF HEALTH.**



Strategy Model

This framework helps us identify where we can achieve the greatest impact and long-term success by aligning three key factors:

- ▶ **PASSION**
- ▶ **EXCELLENCE**
- ▶ **SUSTAINABILITY**

Application to Strategic Guidelines:

- ▶ TTUHSC will focus resources on areas where it has the greatest impact, rather than trying to be everything to everyone.
- ▶ Initiatives that align with the three elements of the model are best positioned to receive investment and support.

OUR STRATEGY

TTUHSC applies an adaptation of Jim Collins' Hedgehog framework to help us understand our strategy and ensure that initiatives align with our unique strengths and positioning. This concept provides a lens for prioritization—focusing on:

OUR VISION THAT DRIVES OUR **PASSION**:

- ▶ Creating a healthier future with access to quality care for every Texan

OUR DISTINCTIVE **EXCELLENCE**:

- ▶ Fostering a supportive culture that puts people first
- ▶ Providing high-value, accessible education and training
- ▶ Prioritizing rural areas and underserved populations

OUR FOUNDATION FOR **SUSTAINABLE SUCCESS**:

- ▶ Community trust and support
- ▶ Brand and reputation
- ▶ Sustainable funding
- ▶ Operational efficiencies



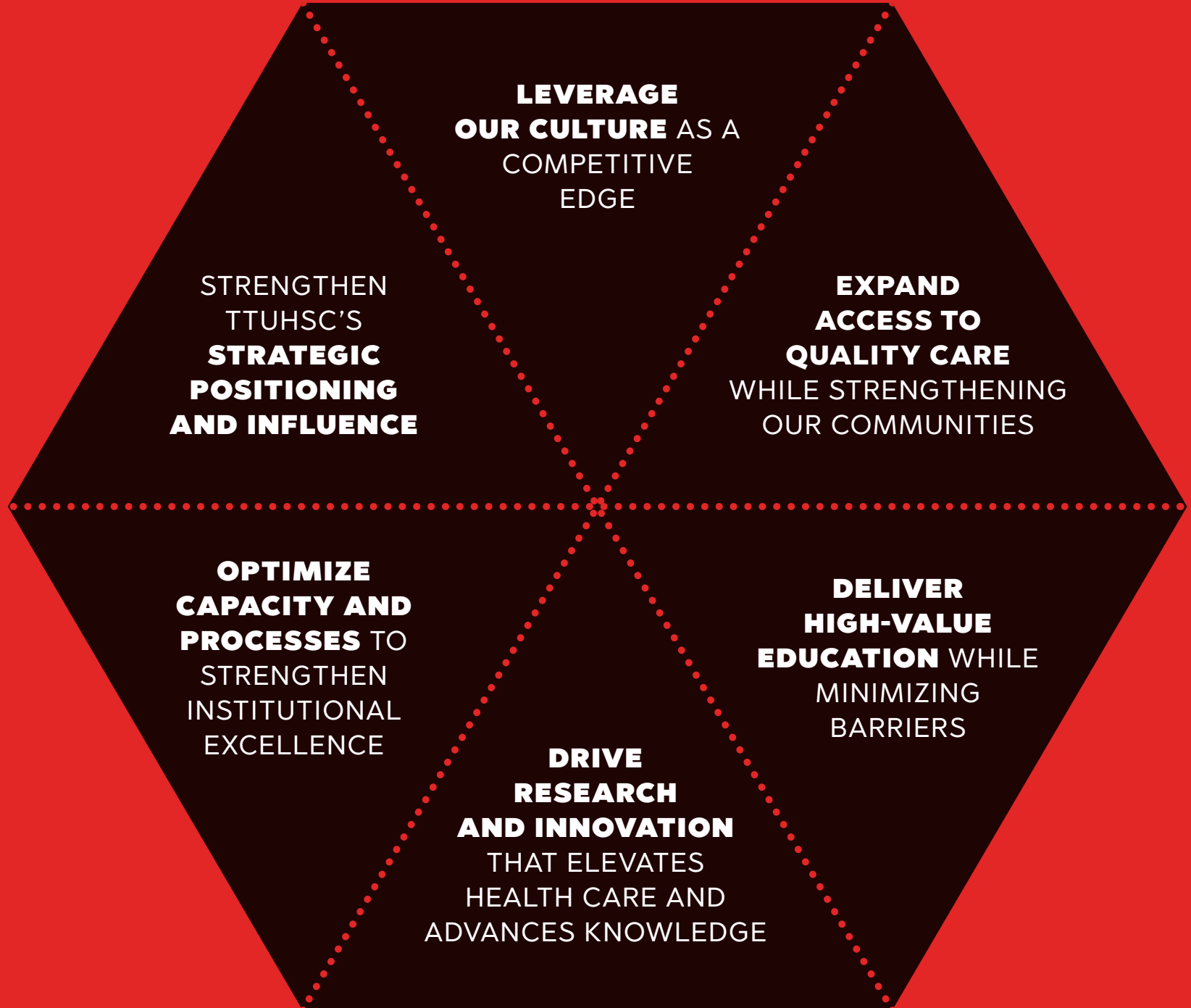


WHERE DOES
EXCELLENCE
SET US APART?

WHAT
IS OUR
PASSION?

WHAT
SUSTAINS
OUR SUCCESS?

STRATEGIC GUIDELINES



STRATEGIC GUIDELINES OVERVIEW

A bold vision only matters if it can be realized. At TTUHSC, our commitment to creating healthier futures and expanding access to quality care begins to take shape when priorities, decisions and actions across the university align with our distinguishing characteristics, strengthening and reflecting what makes us distinct. This alignment helps generate the momentum needed to move our vision forward.

To turn our vision into action, we have identified six strategic guidelines. These are more than thematic pillars; they are decision-making tools that reflect what matters most and ensure we move with intention.

Each guideline draws strength from our core identity—a strong culture, commitment to high-value, accessible education and our focus on rural areas and underserved populations. Together, these characteristics are woven into how we teach, care, discover and grow.

They are not aspirations to reach for, rather they are clear, deliberate priorities rooted in our identity.

In the pages that follow, each guideline is explored in depth, highlighting the intent behind it, what it will shape and how it helps align our efforts. These guidelines turn the strategy into something that can be lived and measured.



Strategic Guidelines

The strategic guidelines reflect TTUHSC's high-level strategy and serve as decision-making tools that guide priorities, investment and actions.

These guidelines ensure that decisions reinforce TTUHSC's leadership in health care education, workforce development, research and access to quality care, aligning with our vision and mission for long-term impact.

LEVERAGE OUR CULTURE AS A COMPETITIVE EDGE

TTUHSC's culture sets us apart—it is a defining strength that draws people in, builds community and helps us thrive together. We foster an environment where people feel valued, supported and empowered to lead. At its core is our values-based approach, calling on every member of TTUHSC to be driven by purpose, guided by our values and accountable for upholding them in every action and decision.

Decisions will reinforce our commitment to:

- ▶ **UPHOLDING A VALUES-BASED CULTURE:** Ensuring that our values shape how we approach our work and everything we do.
- ▶ **FOSTERING A SUPPORTIVE LEARNING ENVIRONMENT:** Fostering a highly supportive, learner-centered environment where learners feel known, mentored and prepared to succeed.
- ▶ **PRIORITIZING HEALTH AND WELL-BEING:** Cultivating a workplace where team members experience a culture of support, work-life balance, health and well-being, ensuring TTUHSC remains a destination for top talent.
- ▶ **ADVANCING GROWTH AND PROFESSIONAL DEVELOPMENT:** Embedding leadership training and career advancement opportunities into the professional, academic and clinical experience to support growth.
- ▶ **STRENGTHENING INTERPROFESSIONAL COLLABORATION:** Strengthening interprofessional collaboration among team members and learners, ensuring research, education and clinical practice are seamlessly integrated.

AT TTUHSC, PEOPLE ARE NOT SECONDARY TO PERFORMANCE; THEY ARE ESSENTIAL TO IT.

EXPAND ACCESS TO QUALITY CARE WHILE STRENGTHENING OUR COMMUNITIES

TTUHSC is committed to expanding health care access, educational opportunities and research impact in a way that reinforces our foundation. Our reach will grow when it enhances our ability to serve communities and those who depend on us most.

Access to quality care will be strengthened through:

- ▶ **PRIORITIZING OUR COMMUNITIES:** Initiatives will first focus on serving our established communities and rural areas that rely on us for education, health care and workforce development, ensuring they are not diminished as we pursue broader efforts.
- ▶ **ADVANCING RESEARCH THAT BENEFITS OUR COMMUNITIES:** Research investments will prioritize rigorous training in the scientific method and discoveries that translate into real-world solutions, strengthening local health care capacity, improving public health and addressing disparities in rural areas and underserved populations.
- ▶ **KEEPING TALENT IN TEXAS:** Access to quality care will be strengthened through efforts to recruit and retain learners and team members committed to serving Texas communities, and by developing pathways that encourage graduates to remain in the state where they are most needed.
- ▶ **EXPANDING WITH PURPOSE:** Decisions to grow and extend our reach will be guided by the ability to improve outcomes for the communities we serve, with a continued focus on rural areas and underserved populations.

WHEN WE GROW, IT IS TO EXPAND ACCESS TO QUALITY CARE.





DELIVER HIGH-VALUE EDUCATION WHILE MINIMIZING BARRIERS

TTUHSC provides a high-quality education that gives graduates a competitive edge in their fields. Through academic excellence, hands-on training and career readiness, learners gain the skills and experience to make a meaningful impact in health care while receiving extraordinary value for their investment in education.

Value will be reinforced through:

- ▶ **REMOVING BARRIERS TO ACCESS AND SUCCESS:** Proactively identifying and addressing financial, geographic, academic and other barriers that may limit a learner's ability to access and succeed in a top-tier education.
- ▶ **STRENGTHENING ACADEMIC EXCELLENCE:** Strengthening TTUHSC's programs by exceeding standards to achieve national recognition and produce top-tier graduates who are known to be prepared to lead in their fields.
- ▶ **INTEGRATING REAL-WORLD LEARNING AND INNOVATION:** Embedding research-driven advancements, evidence-based practices and emerging health care technologies into education, simulations and digital training so learners contribute to and experience the future of health firsthand.
- ▶ **MAXIMIZING CAREER READINESS AND TRAINING:** Maximizing hands-on clinical training opportunities, including experiences in rural areas, work with underserved populations and interprofessional education that prepares learners for team-based care.

OUR GRADUATES ARE NOT JUST PREPARED, THEY STAND APART.

DRIVE RESEARCH AND INNOVATION THAT ELEVATES HEALTH CARE AND ADVANCES KNOWLEDGE

TTUHSC prioritizes research that expands knowledge, drives innovation and translates discoveries into real-world health solutions. By bridging basic, translational, applied and population health research, we ensure breakthroughs, improve patient care, advance health outcomes and drive technology transfer and commercialization—especially for the populations we serve.

Research will be strengthened through:

- ▶ **ADVANCING ALIGNMENT:** Prioritizing work that advances health care access, rural and underserved health solutions and research-driven approaches to improving patient outcomes.
- ▶ **EXPANDING BASIC, APPLIED, TRANSLATIONAL AND POPULATION HEALTH RESEARCH:** Ensuring discoveries move beyond journals into real-world solutions, advance clinical innovation and improve public health, particularly in rural areas and among underserved populations.
- ▶ **FOSTERING INTERPROFESSIONAL COLLABORATION:** Strengthening research that brings together different disciplines to tackle our complex health challenges, drive technology transfer and translate discoveries into real-world applications.
- ▶ **INVESTING IN RESEARCH CAPACITY:** Supporting team members in areas that align with our mission and strategic impact and strengthening the resources needed for impactful discovery.

OUR RESEARCH DRIVES BETTER OUTCOMES BECAUSE IT STARTS WITH PURPOSE.





OPTIMIZE CAPACITY AND PROCESSES TO STRENGTHEN INSTITUTIONAL EXCELLENCE

TTUHSC will optimize processes, infrastructure and technology to improve efficiency, sustainability and long-term impact across all locations. This means prioritizing efficiency, collaboration and sustainability to maximize impact.

Investment priorities include:

▶ **ENSURING SUSTAINABLE FUNDING AND STRATEGIC RESOURCE ALLOCATION:**

Prioritizing financially viable solutions that directly support TTUHSC's strategy and initiatives, sustainable growth and infrastructure improvements.

▶ **IMPROVING OPERATIONAL EFFICIENCY AND EFFECTIVENESS:** Streamlining processes, leveraging technology and optimizing resource allocation to enhance effectiveness and strengthen our strategic position.

▶ **MODERNIZING FACILITIES AND TECHNOLOGY:** Upgrading essential infrastructure and adopting digital solutions to support education, research and health care delivery.

▶ **ENHANCING COLLABORATIVE AND INTERPROFESSIONAL ENVIRONMENTS:**

Designing systems and spaces that support interprofessional education, research and seamless clinical integration across our locations.

■ WE STRENGTHEN IMPACT BY MAKING EVERY RESOURCE COUNT.

STRENGTHEN TTUHSC'S **STRATEGIC POSITIONING AND INFLUENCE**

TTUHSC will expand its external influence to strengthen workforce development, expand access to quality care and enhance the impact and value of a TTUHSC education, driven by a supportive culture that remains strongly committed to rural areas and underserved populations. Influence is not about visibility alone—it is about improving and being recognized for what we do best.

Priority focus includes:

- ▶ **ADVOCATING FOR POLICIES AND FUNDING:** Advocating for policies and funding that expand workforce development and ensure access to quality care, reinforcing TTUHSC's commitment to creating a healthier future for the communities we serve.
- ▶ **EXPANDING RELATIONSHIPS AND STRATEGIC ALLIANCES:** Building relationships and strategic alliances that expand TTUHSC's impact in rural areas and among underserved populations.
- ▶ **INCREASING EXTERNAL FUNDING:** Expanding TTUHSC's external funding to support strategic priorities, workforce development and long-term sustainability.
- ▶ **ELEVATING TTUHSC'S BRAND AND VISIBILITY:** Strengthening TTUHSC's brand and national visibility through targeted marketing, community engagement and a unified story highlighting our distinctive strengths that reinforce our impact and leadership in health sciences education, research and workforce development.

WE STRENGTHEN OUR INFLUENCE BY LEADING WITH CLARITY AND PURPOSE.



Decision Tree

The decision tree is a practical tool designed to help leaders evaluate initiatives, programs and investments through a strategic lens.

It reinforces our commitment to disciplined decision-making by ensuring that what we say yes to aligns with our vision, mission and strategy—and that we can confidently say no when alignment is lacking.

By simplifying complex choices, it ensures efforts maximize impact and support long-term objectives.

The decision tree is a resource for leaders, not a rigid approval process.

A STRATEGY EVALUATION TOOL ADAPTED FROM THE MACMILLAN MATRIX

The decision tree helps leaders evaluate whether a program, initiative or investment aligns with our strategy and deserves new or continued focus. The following statements provide added context for the decision tree questions.

- 1.** Strong alignment meaningfully contributes to our direction, leverages our people, programs and position and reinforces our identity as an institution.
- 2.** Work that secures stable funding, attracts external support and demonstrates clear outcomes is more feasible and more likely to succeed.
- 3.** If others are delivering it effectively, our role may be less essential. When few are addressing the need—or not doing it well—we may have a greater opportunity or responsibility to lead.
- 4.** This considers whether we are well-positioned to succeed compared to others and can deliver stronger results.

Adapted from the MacMillan Matrix, originally developed by Ian MacMillan of the Wharton School of Business.

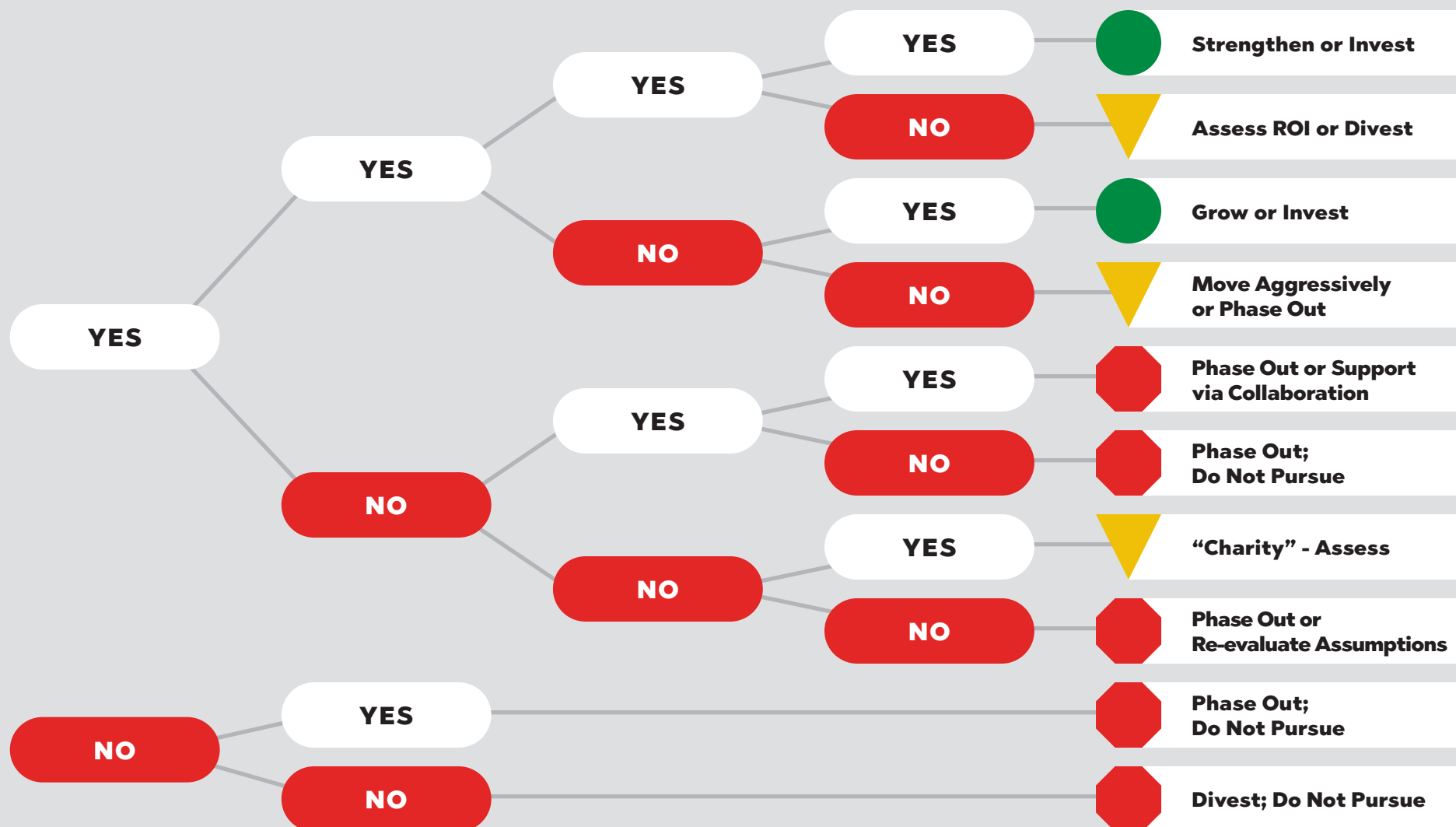
**1. IS THIS WORK
ALIGNED WITH OUR
VISION, MISSION
AND ABILITIES?**

**2. DOES THIS WORK
EASILY ATTRACT
SUSTAINABLE
FUNDING AND
OTHER NECESSARY
RESOURCES?**

**3. ARE THERE
OTHERS DOING THIS
WORK?**

**4. ARE WE LIKELY TO
HAVE A COMPETITIVE
ADVANTAGE IN
THIS WORK?**

**WHAT DO
WE DO?**





STRATEGIC **ALIGNMENT**

Key Performance Indicators

Key performance indicators (KPIs) provide insight into the overall health of the university and our progress with our strategic guidelines. Cascading across the university, they reflect aligned efforts at all levels and help identify where greater focus or support may be needed. In addition to tracking performance, KPIs inform the Strategic Operating Plan and ensure daily work supports long-term outcomes.

University-Wide Initiatives

University-wide initiatives are large, coordinated efforts that drive transformational change across the institution. These high-impact initiatives require collaboration across functions and sustained commitment to move the university closer to its vision. They focus our energy on what matters most and accelerate progress in areas of strategic importance.

Risks and External Factors

This section highlights the external factors and institutional risks that could impact our ability to execute the strategy. It also outlines the proactive steps we take to anticipate and respond to those challenges—ensuring we remain resilient, competitive and adaptable in a constantly changing environment.

Strategic Alignment

DYNAMIC COMPONENTS THAT GUIDE ONGOING ACTION AND ADAPTATION

Strategic alignment marks the shift from foundational content to dynamic strategy in action. This section includes key elements we regularly monitor and adapt, such as key performance indicators, university-wide initiatives and risks and other external factors. While the earlier sections define our long-term direction, these components help assess progress, guide decisions and respond to change.



**SCAN QR CODE TO ACCESS
THE ONLINE VERSION OF
THE STRATEGIC PLAN.**

STRATEGIC
**OPERATING
PLAN**

TRANSLATING STRATEGY INTO **COORDINATED ACTION**

To turn strategy into action, TTUHSC will implement an Objective and Key Results (OKRs) model through the Strategic Operating Plan. OKRs translate high-level strategy into near-term, measurable outcomes. Each is designed to build, improve or innovate in ways that advance our mission. OKRs focus on outcomes over outputs, helping address strategic issues in a practical, time-bound way.

The Strategic Operating Plan will be led by the Office of the President's Division of Institutional Excellence and Culture and carried out through TTUHSC's council structure: Academics, Clinical Affairs, Research, People & Operations and External Affairs. Oversight will be provided by the Executive Council to ensure institutional alignment and executive accountability.

Progress will be reviewed annually across three areas:

- ▶ **PERFORMANCE ON KPIs**
- ▶ **ACHIEVEMENT OF OKRs**
- ▶ **PROGRESS ON UNIVERSITY-WIDE INITIATIVES**

Insights from these evaluations—along with identified risks and external factors—will inform annual iterations of the Strategic Operating Plan and guide ongoing adjustments.

This approach will be modeled across the university to strengthen alignment, foster shared accountability and focus our collective energy on what matters most—a **healthier future and expanded access to quality care for all Texans.**



The success of the TTUHSC Strategic Plan reflects the collective contributions of team members, learners, alumni and partners across the institution. Their insight, feedback and vision have shaped a forward-focused plan that reflects both who we are and where we are headed.

STRATEGIC PLANNING OVERSIGHT

This strategic planning process was led by the Office of the President through the Division of Institutional Excellence and Culture, responsible for advancing strategy, culture and experience.

Within the division, the planning process was led by:

▶ **Justin L. White, MBA, SMPS**

Assistant Vice President for University Strategy

Led the design of the strategic planning process and developed the framework guiding the plan. Elevated the university's approach to strategy by positioning it as the foundation for planning, decision-making and institutional alignment.

▶ **Jody C. Randall, Ed.D., M.S.**

Vice President and Chief Experience Officer

Provided executive leadership for the strategic planning process and ensured integration with the university's council-driven governance model. Positioned culture and experience as essential to strategy execution, emphasizing their role in shaping how strategic decisions are lived out by team members and learners.

Together, they facilitated stakeholder engagement, integrated institutional feedback and will oversee the ongoing strategic management system—including components of strategic alignment and the operating plan process—to support long-term alignment, decision-making and accountability.

EXECUTIVE LEADERSHIP

The President's Executive Council provided institutional leadership throughout the planning process and played a central role in aligning strategy with TTUHSC's mission and priorities:

▶ **Lori Rice-Spearman, Ph.D.**

President

▶ **Jody C. Randall, Ed.D., M.S.**

Vice President and Chief Experience Officer

▶ **Juli McCauley, MPA**

Managing Director of Presidential Operations

▶ **Academic Council Chair**

▶ **Darrin D'Agostino, D.O., MPH, MBA**

Provost and Executive Vice President of Academics

▶ **Clinical Affairs Council Chair**

▶ **John C. DeToledo, M.D.**

Dean, School of Medicine

Executive Vice President for Clinical Affairs

▶ **External Affairs Council Co-Chairs**

▶ **Ashley Hamm, M.S.**

Executive Chief of Staff

Executive Vice President for External Relations

▶ **Cynthia Jumper, M.D., MPH**

Executive Vice President for Health Policy and Strategic Initiatives

▶ **People and Operations Council Chair**

▶ **Penny Harkey**

Executive Vice President for Finance and Operations

Chief Financial Officer/Chief Operations Officer

▶ **Research Council Chair**

▶ **Lance McMahon, Ph.D.**

Executive Vice President for Research and Innovation

STRATEGIC PLANNING ADVISORY COMMITTEE

The Strategic Planning Advisory Committee (SPAC) served as a cross-functional advisory group throughout the planning process. Members reviewed key elements of the plan, provided feedback on the strategic framework and contributed insight into content development. Their thoughtful input helped ensure the final plan was aligned and positioned to serve as a useful tool for the university.

The following individuals are recognized for their contributions as members of the SPAC:

▶ **Matthew Bechtel, MBA**

*Assistant Dean for Finance and Administration,
Jerry H. Hodge School of Pharmacy*

▶ **Gerard E. Carrino, Ph.D., MPH**

*Dean and Professor, Julia Jones Matthews
School of Population and Public Health*

▶ **Matthew R. Hernandez, M.Ed., MPH**

*Director, Institutional Excellence and Culture,
Office of the President*

▶ **Betsy G. Jones, Ed.D.**

*Professor and Founding Chair of Medical Education
Co-Director, Family Medicine Accelerated Track
Program, School of Medicine*

▶ **Katie Joplin**

*Assistant Vice President, Finance and Administration,
Office of Research and Innovation*

▶ **Bryce McGregor, MBA**

*Associate Vice President for Clinical Affairs
Executive Associate Dean for Administration and
Chief of Staff, School of Medicine*

▶ **Laura Opton, D.H.Sc., R.N., CNE**

*Professor and Executive Associate Dean,
School of Nursing*

▶ **Katie Randolph, Ph.D.**

*Assistant Provost, Accreditation and Assessment,
Office of the Provost*

▶ **Holly Russell**

*Vice President of Communications and Marketing,
Office of External Relations*

▶ **Zach Sneed, Ph.D., CRC, LCDC, BC-TMH, FNAP**

*Assistant Dean for Outcomes and Assessment
Associate Professor, School of Health Professions*

▶ **Kiko Zavala, MBA**

*Assistant Vice President, Regional Campus Operations,
Finance Division*

TTUHSC ADVISORY & STAKEHOLDER GROUPS

The following groups were engaged throughout the planning process and contributed essential perspectives:

▶ **Alumni National Advisory Board**

▶ **President's Advisory Board**

▶ **President's Cabinet**

▶ **Student Government Association**

DESIGN AND COMMUNICATION SUPPORT

Appreciation is extended to the creative services team in the Office of Communications & Marketing, especially **Whitney Green, Jordan Pape, Holly Russell and Danette Baker, M.A.**, for their work in designing and packaging the visual elements of this plan. Their contributions helped ensure the final product reflects the professionalism and clarity of the planning process.



A **HEALTHIER**
FUTURE WITH
ACCESS TO
QUALITY CARE
FOR *EVERY*
TEXAN.



