



Fiscal Years 2013 - 2015 Strategic Plan Progress Reports

The University of Texas Health Science Center at San Antonio



Education

Progress Reports
FISCAL YEARS 2013 - 2015

Goal 1

Develop creative, engaging and meaningful learning experiences for students through innovative, experiential and leading edge technology.

Strategy 1: Construct an Academic Learning and Teaching Center to provide flexible classrooms with modern technology, including more sophisticated and computerized testing experiences of a student's knowledge, skills and values; and, settings designed to facilitate interprofessional education experiences.

2015 Progress

- The Academic Learning and Teaching Center is 65% complete and occupancy will occur in 2016.
- In preparation for this new instructional environment, several professional development opportunities and trainings were offered to the faculty on innovative learning and teaching techniques and on utilization of new instructional technology equipment.

2014 Progress

- The Academic Learning and Teaching Center construction is on schedule and will be completed in December 2015.
- In April 2014, the total project costs increased from \$45.0 million to \$49.2 million with the addition of \$4.2 million from gifts.
- The technology design for the Center is underway. The gross anatomy instruction that will be housed in the building will be completely digital.
- A faculty development area is being designed to train faculty on the latest technology in the building. An experimental learning space has already been established that provides an innovative environment for exposing faculty to new technology and learning techniques. The learning space is a model that will be extended to the new Academic Learning and Teaching Center.

2013 Progress

- The University of Texas System's Board of Regents approved the design plans and authorized \$45.0 million from Permanent University Funds (PUF) bond proceeds to construct an Academic Learning and Teaching Center on May 8, 2013.
- A Task Force was formed to discuss space needs to enhance our critical mission of education. The majority of 125,000 square-foot building will be devoted to flexible classrooms and lecture halls that will support collaborative and interprofessional learning. The facility will house the human anatomy teaching facility and provide the latest and most sophisticated technology, including simulators and virtual dissection equipment.
- The Academic Technology Services Office is developing a proposal for creating an educational resource and innovation center to be used for faculty development in the Center.

Strategy 2: Adopt an environment of continuous quality improvement to evaluate and strategically enhance curricula with state-of-the-art instructional technology.

2015 Progress

- CANVAS, a leading-edge learning management system, will replace the Blackboard Learning Management System. The migration of course and curriculum content is 88% complete and will continue through the end of the calendar year. The system will enhance functionality and reporting capabilities and will result in significant annual and recurring cost savings.
- ExamSoft, a testing software, was fully implemented in the School of Dentistry in fiscal year 2015. A feature of the software includes the alignment of data collection effort with student artifacts to assess learning outcomes. An analysis of program and student learning outcomes and competencies was conducted in March 2015 utilizing ExamSoft and will be conducted annually to improve the attainment of stated program student learning outcomes.

2014 Progress

- An education technology council was created and includes representation from key constituents to assist in decision making and technology project prioritization. The council meets quarterly and has analyzed institution-wide technology needs. Any new technology will be evaluated and purchased centrally through the Office of Information Management and Services.
- The design for the creation of the 21st century classroom is underway. During the year, numerous other existing classroom retrofits and refresh efforts were completed.
- Functional enhancements have been successfully deployed within the Blackboard Learning Management System to improve the delivery of educational content and security while creating a more user-friendly solution for faculty.
- All academic degree programs have instituted student learning outcomes with annual performance targets and benchmarks. An Academic Assessment Committee was formed in May 2014 to review annual assessment reports and provide feedback to the programs. Analyses of assessment results will be used to make improvements to the programs. Weave®, an academic assessment information database, has been fully implemented.
- The School of Dentistry implemented a software called Examsoft for online testing for 15 courses. The school held a faculty development day to allow hands-on training for course directors. In addition, a faculty member has been identified to continue the facilitation of training and to assist course directors with the continued implementation. The educational outcomes feature of the software will be implemented in academic year 2015.
- The Department of Occupational Therapy in the School of Health Professions developed a new program called ASPIRE (Assisting Student Learning through Patient Participation). The teleteaching project will enable students to view real-time therapy sessions and observe clinical decision making as part of their didactic classroom learning.

2013 Progress

- An annual process for assessing student learning at the program level has been formalized across all schools.
- A software data management system, Weave® was implemented as a repository for information regarding assessment of student learning outcomes and analysis of instructional methods.

Strategy 3: Develop a centralized resource area to assist faculty with instructional development design and to share innovative instructional technology.

2015 Progress

- During fiscal year 2015, educational opportunities continued to be offered for teaching in the 21st century classroom environment. Approximately 97 faculty completed the flipped classroom series; 42 faculty and support staff attended trainings in best practices in media; and 30 faculty and support staff attended four unique “APPy” hour sessions to showcase how to use software applications and technology in the classroom.
- The Health Science Center is adopting CANVAS as the new learning management system. Approximately 492 faculty and staff and 2,011 students attended online and face-to-face trainings on how to utilize contemporary-learning strategies on the new platform. As of August 31, 2015, 95% of the courses have adopted CANVAS.
- Over 1,000 individual faculty consultations were provided in fiscal year 2015 by the Office of Online & Blended Learning. These consultations focused on course design and applying concepts from the trainings on the 21st century classroom.
- The Faculty Showcase of Educational Innovations in October 2014 highlighted numerous faculty initiatives integrating technology in instructional design. The event included posters, information tables and external speakers to share innovative instructional programs.
- The School of Health Professions completed the inaugural session of their Physician Assistant Studies teaching excellence short course. The eight-week course was designed to expose faculty, and those interested in pursuing a faculty career in the future, to best practices in academic instruction. A final version of the program will be created and will be made available to programs nationally. The stimulus for creating the program was from a five-year \$980,000 grant from the Health Resources and Services Administration (HRSA) that was awarded in 2012.
- The School of Health Professions implemented a school-wide course evaluation system, IDEA, which provides student feedback on teaching and instructional delivery methods aimed at improving the learning environment.
- Sixteen faculty in the School of Health Professions completed a 14-week “Teaching Excellence” mini-series. The sessions highlighted best practices and provided participants with practical tools/practices to take into the classroom.

Education

2014 Progress

- An experimental learning space has been established that provides an innovative environment for exposing faculty to new technology and learning techniques. The learning space is a model that will be extended to the new Academic Learning and Teaching Center. To date, 71 faculty have been trained in the new environment.
- A Quality Enhancement Plan (QEP) Committee was formed that consists of representatives from each school. The Committee was charged with assessing and developing a plan to address faculty development needs across the institution. The Committee will also collaborate with the Academy of Master Teachers and the Council of Deans to set priorities for faculty development projects.

Strategy 4: Develop a plan for faculty development integrating and delineating the roles between the schools, Office of the Vice President for Academic, Faculty and Student Affairs, and Academic Technology Services.

2014 - Completed

- The Office of the Vice President for Academic, Faculty and Student Affairs has formed a partnership with the Office of Academic Technology Services as part of the Quality Enhancement Plan (QEP). The offices will develop a robust plan for faculty development delivery and events.

Strategy 5: In collaboration with the academic community, enhance the opportunities for eLearning and distance education courses and degree programs delivered entirely online or in a hybrid model.

CHANCELLOR'S FRAMEWORK: Enhance and increase blended/online learning to augment student success by enhancing use of technology to improve student learning (e.g., large gateway courses, hybrid instruction, and long distance learning), including the utilization of prequalified vendors to provide access to established blended/online learning systems, when appropriate; and, expanding the portfolio on online courses to be shared System-wide, thereby increasing outreach to students.

2015 Progress

- The Master of Science in Respiratory Care program was approved for online delivery in Fall 2016.
- The Master of Science in Deaf Education and Hearing Science has adopted video-conferencing technology to deliver instruction to a cohort of students in Houston at the Center for Hearing and Speech. Currently, less than 50% of the program is delivered utilizing video-conferencing technology. The program is in the process of requesting approval for the entire program to be offered online.

2014 Progress

- All of the faculty at the Health Science Center have been trained on Blackboard Online.

Education

- Emergency Health Sciences in the School of Health Professions is delivering online lectures to courses offered off-site in various locations across Texas. Also, audio and video equipment has been added to a new classroom to enable synchronous delivery of class lectures around the State of Texas.
- The Department of Respiratory Care's Bachelor Degree Completion Program in the School of Health Professions went online on July 1, 2013, and students enrolled in academic year 2014.

2013 Progress

- In April 2013, the Executive Committee approved a policy that clearly defines distance education, responsibilities for administration, and that distance education will be afforded adequate resources to support the infrastructure.
- An online Blackboard faculty certification course has been developed by Academic Technology Services. The online training program allows faculty to explore blended learning opportunities, new teaching methods and determine best practices for the online course environment. Certification requirements for all faculty who teach distance education courses will be communicated in Fall 2014.
- Academic Technology Solutions worked with the learning management system vendor, Blackboard, to review additional modules that would support distance education.

Goal 2

Design and strengthen curricular programs to meet and anticipate the future needs of the workforce and community.

Strategy 1: Expand and enhance curricula in new and emerging areas, such as interprofessional learning, translational science, prevention and community/population health.

2015 Progress

- In 2015, a new graduate certificate program in Cancer Prevention was offered in the Graduate School of Biomedical Sciences. The new certificate program is designed to provide graduate students, post-doctoral fellows, faculty and other health care professionals with a formal introduction to the essential components involved in the advancement of all levels of science for the prevention of cancer. The program will focus on the unique risks for cancer in the South Texas region.
- The School of Health Professions received approval to offer a new Master of Science degree program in Respiratory Care in Fall 2015. The new degree is only one of four such degrees in the country. The degree will expose students to more training in treating those with chronic diseases, including COPD and asthma.
- In the School of Medicine, students participate in journal club activities and exercises as part of the pre-clinical module, “Attack and Defense”. This module explores translational research issues. Also, the clerkship directors implemented a longitudinal half-day curriculum for all students which includes basic science topics in the context of clinical activities, as well as deliberate teaching of concepts that span all medical and surgical specialties.
- During 2015, the third-year medical students enrolled in a mandatory online course that transitions students from the pre-clinical to the clinical curriculum. The course includes a presentation on the fundamentals of translational research.
- A two-day Quality Enhancement Plan (QEP) retreat was held in early May 2015 to brainstorm on QEP topics. More than 72 faculty, staff and students attended the event. Then, in mid-May another two-day retreat was held and attended by approximately 68 faculty, staff, students and community stakeholders to engage in brainstorming exercises and to conduct a needs assessment which led to four potential QEP topics. As a result of the retreat, four QEP Topic Teams were formed. By May 2016, these topics will be developed into white papers and pre-proposals will be submitted to the Health Science Center community. Each team meets on a monthly basis.

2014 Progress

- The Integrated Biomedical Sciences doctoral program enrolled its first students in academic year 2014. The program consolidated six individual basic science degree programs into one program.
- The Translational Science Committee on Graduate Studies (COGS) continues to meet on a monthly basis and has covered curriculum updates, policy revisions, the format for the diplomas awarded, and *Milestone Agreements* for translational science Ph.D. students. A *Memorandum of Understanding* between the three degree-granting institutions, UT Austin, UT School of Public Health and the Health Science Center has been executed and signed.
- The School of Medicine implemented the longitudinal curriculum called “TEAM CARE”. All students rotating in core clerkships will participate each Wednesday afternoon in educational activities focused on universal topics

Education

like translational research, disaster response, laboratory medicine, revisitation of basic science concepts, etc. The program will be expanded to incorporate activities across schools for interprofessional education exercises.

2013 Progress

- The School of Nursing signed a *Memorandum of Understanding* with the UT Health Science Center Houston's School of Public Health to offer a Doctor of Nurse Practice (DNP) degree in Public Health Nurse Leader from the Health Science Center, and a Public Health Certificate offered by Houston. The program was implemented in the Fall 2013.
- The School of Nursing also enhanced and streamlined their BSN to Ph.D. degree curriculums.
- The Integrated Biomedical Sciences degree has consolidated six individual basic science degree programs into one Ph.D. program. The proposal was approved by the Texas Higher Education Coordinating Board (THECB) on September 6, 2013. The first students will be enrolled in 2014 and will graduate beginning in 2018 and 2019.
- The School of Medicine created a concept of weekly half-day clinical longitudinal curriculum that will provide infrastructure to continue the integration of basic and clinical sciences into the primary clinical curricular years, as well as support interprofessional learning, evidence-based medicine and translation research. The curriculum content was implemented in academic year 2013; and, the half-day curriculum will begin in 2014.

Strategy 2: Emphasize active, engaged, self-directed and contextual learning that promotes continuous development of lifelong learning skills.

2015 Progress

- The School of Medicine students volunteered at student-run free clinics at: Alpha Home, San Antonio Metropolitan Ministries, Haven for Hope CentroMed, the Refugee Health Clinic, the Travis Park Dermatology Clinic, the Mobile Eye Clinic and Frontera de Salud (in San Antonio, Laredo and Corpus Christi).

2014 Progress

- The School of Medicine continues to revise its curricula. The following curricula were updated in academic year 2014: eight-week rotations in Medicine and Surgery clerkships; new curricula for the Neurology and Emergency Medicine clerkships; further revised the uniform third-year student rotation evaluations; and, developed a uniform fourth-year student rotation evaluation. Also, the school identified many educational topics, and established the format of the longitudinal curriculum that will weave throughout the third-year curriculum starting in academic year 2015.
- The School of Medicine is utilizing "Objective Structured Clinical Evaluation" (OSCE) to assess students. OSCE is being utilized jointly by the Obstetrics and Gynecology and Psychiatry clerkships. Also, Surgery and Medicine's internship readiness electives (boot camps) have OSCEs to prepare students for challenging situations in their internships.

Education

- The School of Medicine students volunteered at student-run clinics at: Alpha Home, San Antonio Metropolitan Ministries, Haven for Hope, the Refugee Health Clinic, the Travis Park Dermatology Clinic, the Mobile Eye Clinic and Frontera de Salud (in San Antonio, Laredo and Corpus Christi).
- The School of Nursing pediatric nurse practitioner students have preceptorships at the Avance-San Antonio, and students also received clinical experience at the Healy-Murphy Clinic.
- The School of Nursing promotes lifelong learning skills across the undergraduate academic programs and through clinical activities. The student exit surveys showed 66% of the students reported the learning environment fostered a commitment to lifelong learning and excellent patient care to a “great extent” and 24% to a “moderate extent” for a total of 90%.

2013 Progress

- The School of Medicine implemented a new pre-clinical curriculum in academic year 2013 for first-year medical students as part of the integrated four-year medical education program (“CIRCLE Curriculum”). The curriculum is taught in sequential learning modules utilizing team-based learning pedagogy and each module had a weekly thematic content which synthesized the basic and clinical sciences in interactive patient cases. The student assessments are followed by faculty facilitated group assessments at the end of the week. The curriculum was in place for second-year medical students in Fall 2013. Revisions to third- and fourth-year student curriculum will be completed by June 2015.
- The School of Medicine also assigned first-year medical students to a new “Longitudinal Preceptorship” which provides faculty-student mentorship relationships in a pre-clinical curriculum. The preceptorship introduces students to early clinical experiences with real patients.

Strategy 3: Educate clinically and research-oriented students to understand the scientific basis of health care and to appreciate the central role of biomedical and behavioral research in advancing health care.

2015 Progress

- Veritas, a student advising system, was renamed the Supporting Academic Growth and Enrichment (SAGE) team. This system was developed as a cohesive and interclass system in which each class of students mentors the students following them. One of the goals of the program is to assist students in making career decisions. In 2015, the Graduate School of Biomedical Sciences had five SAGE teams consisting of six to seven students that were mentored by a young clinician-scientist.
- The Health Science Center’s M.D./Ph.D. program ranks in the top four programs in the country for the percentage of students whose research is supported by NIH F30 or F31 grants. This program trains physician-scientists and dentist-scientists who are capable of not only doing patient care but advancing, through their research, improvements in the standard of care for their patients.

Education

2014 Progress

- The School of Medicine's longitudinal curriculum called "TEAM CARE" was implemented. All students rotate in core clerkships that participate each Wednesday afternoon in educational activities that focus on universal topics across clerkships, such as translational research, disaster response, laboratory medicine, revisitation of basic science concepts, etc. The incorporation of activities will also be expanded across schools. The curriculum will launch in academic year 2015.
- A faculty member in the Department of Medicine received a Clinical Research Mentorship grant from the Doris Duke Charitable Foundation. The grant will be used to develop a mentorship opportunity between a clinical scientist and a medical student who has an interest in becoming a future clinician investigator.
- Veritas is a student advising system developed by the School of Medicine. It is a cohesive and interclass system in which each class of students mentors the students following them. One of the goals of the program is to assist students in making career decisions. In 2014, the Graduate School of Biomedical Sciences had five groups of seven students each that were mentored by a young clinician scientist.
- The School of Medicine rebranded "Medical Student Research Day" to "Passport". Three new student research electives have been launched by the research dean's office, and student research was added to the 2014 medical school summer orientation schedule.

2013 Progress

- Veritas is a student advising system developed by the School of Medicine. It is a cohesive and interclass system in which each class of students mentors the students following them. One of the goals of the program is to assist students in making career decisions. In 2013, the Graduate School of Biomedical Sciences met approximately eight times during the year in small groups of six to seven with M.D./Ph.D. students, their mentors and faculty leadership.
- The School of Medicine's condensed pre-clinical curriculum will afford the Class of 2016 and beyond additional opportunities to engage in structured research electives infused with didactics to support the students' appreciation of the biomedical and behavioral research in advancing health care.
- The School of Nursing's 2013 surveys indicate that 75% of DNP students, 100% of the MSN students, and 96% of the BSN students thought the course work fostered their understanding of scientific basis of nursing and health care; and, 75% of DNP students, 100% of the MSN students, and 98% of the BSN students indicated the course work fostered their understanding of the central role of research in meeting the needs of the workforce and community.

Strategy 4: Develop and enhance collaborative multidisciplinary and interprofessional education programs.

CHANCELLOR'S FRAMEWORK: Strengthen criteria for review and continuation of Ph.D. programs, remediation, or closure of others that consider current rules and regulations regarding Ph.D. programs. (See also Education – Goal 2, Strategy 5)

2015 Progress

- The School of Health Professions appointed an Interprofessional Education and Practice Committee. A lecture series was designed to foster discussions about interprofessional topics. Topics were scheduled through the Spring 2015.

2014 Progress

- An interprofessional group of Health Science Center faculty received a third place award for innovative community service learning projects at the “Innovations in Health Science Education” program sponsored by the Kenneth I. Shine, M.D. Academy of Health Science Education. The faculty were from the Schools of Dentistry, Medicine and Nursing.
- The Graduate School of Biomedical Sciences’ Integrated Biomedical Sciences doctoral program enrolled its first students in academic year 2014. The program consolidated six individual basic science degree programs into one program.
- The Graduate School of Biomedical Sciences completed discussions with The University of Texas at San Antonio (UTSA) on the joint Biomedical Engineering program to increase opportunities for master students to complete laboratory work in preparation for transition into the Ph.D. program.
- The School of Medicine has established interprofessional learning settings that promote the team-based approach to patient-centered care through several mechanisms. Some of the mechanisms include: elective courses in which medical students become engaged in community service learning efforts and/or formal didactics in interdisciplinary and interprofessional settings; senior selective and elective courses in which the clinical team provides daily care for patients with a well-developed interdisciplinary and interprofessional approach; two senior electives prepare senior medical students for the first day of their internships and are taught by faculty through an interdisciplinary and interprofessional approach, and many of the didactic and hands-on skills sessions are shared between the two electives; and, many of the residency and fellowship training programs focus on an interprofessional approach to patient care.
- The School of Nursing hosted its first multidisciplinary poverty simulation where medical and nursing students, as well as faculty and community action leaders, learned about the challenges faced by patients who live with the constant stress of poverty.

Education

2013 Progress

- The Integrated Biomedical Sciences degree has consolidated six individual basic science degree programs into one Ph.D. program. The proposal was approved by the Texas Higher Education Coordinating Board (THECB) on September 6, 2013.
- The School of Medicine and The University of Texas at San Antonio (UTSA) developed the FAME (Facilitated Acceptance to Medical Education) program to award both baccalaureate and Doctor of Medicine degrees to qualified students. The curriculum consists of core courses being interwoven into a fully functional, collaborative seven-year curriculum with the end result of graduating physicians. Twenty students have enrolled in the program.
- The School of Nursing signed a *Memorandum of Understanding* with the UT Health Science Center's Houston School of Public Health to offer a Doctor of Nurse Practice (DNP) degree in Public Health Nurse Leader from the Health Science Center, and a Public Health Certificate offered by Houston. The program was implemented in the Fall 2013.
- The Health Science Center is in conversations with UTSA to further develop and expand the Biomedical Engineering joint degree program.
- The School of Nursing has met with UTSA's engineering faculty to begin discussions regarding a collaboration to develop interdisciplinary graduate courses in health informatics and global health and human services.
- The Health Science Center is in initial discussions with Texas A&M International University in Laredo regarding an early college program to cultivate a prospective student pipeline.
- The School of Medicine's curriculum was revised to develop competencies and an infrastructure that fosters interprofessional education with nursing, pharmacy and health profession students.

Strategy 5: Design, implement and evaluate innovative curricula aligned with professional accreditations and regulatory requirements to meet current and future workforce demands.

2015 Progress

- Graduate program reviews were completed on the Physician Assistant Studies, Pharmacology and Physiology programs and the School of Nursing's doctoral program. All programs received commendations and recommendations to either leverage successes or to implement changes for continued improvement to programs.
- The School of Nursing adopted the International Nursing Association for Clinical Simulation and Learning (INACSL) Standards for Clinical Simulation for the Bachelor of Science and Master of Science nursing programs. The standards will provide evidence-based practices in health care education to improve patient care and best practices.

Education

- The Master of Science in Nursing core courses were revised to reflect the latest education and accreditation standards.
- A review of the Master of Science in Nursing Clinical Nurse Leader curriculum was completed and recommendations were made for curricular improvements.
- The Military Health Institute is actively participating in the Association of American Medical Colleges (AAMC) “Joining Forces Initiative” to enrich medical education for future physicians and to provide training that is unique to the clinical challenges and best practices associated with caring for military service members, veterans and families. Several topics and scenarios are being woven into the medical training modules.

2014 Progress

- A Master of Science degree in Immunology and Infection was developed in response to a statewide workforce need of laboratory clinicians and researchers in the area of vaccine development. The program was approved by The University of Texas System and the Texas Higher Education Coordinating Board. Students have been recruited into the program and will start in August 2014.
- The Master of Science degree in Cellular and Structural Biology was reactivated in 2014 and approved by The University of Texas System and the Texas Higher Education Coordinating Board. The program is a popular option among a particular niche of students.
- The School of Medicine was fully accredited by the Liaison Committee on Medical Education (LCME) in October 2013.
- The Doctor of Nursing Practice (DNP) was reaccredited for five years.
- The Department of Respiratory Care was recognized for being among the top 10 percent of respiratory programs in the United States by the Commission on Accreditation for Respiratory Care (CoARC). The program was reaccredited in 2013 and received notification in February 2014 that it had exceeded the credentialing benchmarks.
- Two Health Science Center programs were ranked by *U.S. News & World Report* as the Best Graduate Schools in the Health Disciplines. The physician assistant studies program in the School of Health Professions ranked 18th among 123 accredited physician assistant programs. And, the master degree program in the School of Nursing tied for 36th place in the ranking of 449 accredited programs.
- Emergency Health Sciences in the School of Health Professions is the largest EMS training organization in Texas, graduating 253 EMTs and paramedics in academic year 2014.
- The *Fifth-Year Interim Report* was submitted in March 2014 to the Southern Association of Colleges and Schools (SACS), the institution’s accrediting organization. The results were received from SACS in July 2014. The Health Science Center was deemed to be compliant with 19 of the 20 standards. Additional information was requested on the physical facilities standard which was submitted and will be reviewed by the SACS Commission in December 2014.

Education

2013 Progress

- The School of Medicine completely revised its curriculum to address their accreditation recommendations with the Liaison Committee on Medical Education (LCME). The School of Medicine was fully accredited in October 2013.
- The School of Nursing has completed curriculum mapping for all degree programs and majors with the American Association of Colleges of Nursing (AACN) essential series.
- A data management system, Weave®, has been fully implemented as a data repository for strategic planning and academic assessment information. The system allows linkage to individual school plans/assessments and to accreditation requirements. These linkages are required by the institution's accrediting body, Southern Association of Colleges and Schools (SACS).

Strategy 6: Expand interprofessional community/ population health care experiences designed to enhance health care experiences for students.

2015 Progress

- Approximately 83 students are participating in clinical rotations at San Antonio Military Medical Center (SAMMC) in the medical ward, pediatrics, neurology and the Institute for Surgical Research.
- A Family Medicine clinical rotation was established with San Antonio Military Medical Center (SAMMC) and Wilford Hall to expose students to military health facilities.

2014 Progress

- A new Director of Quality Enhancement Plan (QEP) was hired in February 2014. The Director is responsible for chairing a QEP Committee that will conduct a needs analysis of student learning.
- The School of Dentistry maintained approximately 62 extramural training clinical days for students through rotation schedules at sites in the Lower Rio Grande Valley, Laredo and clinics in San Antonio.
- Emergency Health Sciences in the School of Health Professions partners with the Department of Emergency Medicine in the School of Medicine to provide EMS fellows with access to 9-1-1 EMS and the fire department for their emergency residency training.
- The School of Nursing hosted its first multidisciplinary poverty simulation where medical and nursing students, as well as faculty and community action leaders, learned about the challenges faced by patients who live with the constant stress of poverty.
- The San Antonio Refugee Health Clinic serves as an interprofessional service learning and primary care site for students in the Schools of Dentistry, Health Professions, Nursing and Medicine.

Education

2013 Progress

- The recruitment process has begun for a Director for quality enhancement who will be tasked with developing interprofessional experiences for students through a Quality Enhancement Plan (QEP) which is a requirement of the institution's accrediting body, Southern Association of Colleges and Schools (SACS).
- ReACH launched a monthly comparative effectiveness journal club in collaboration with Institute for Health Promotion Research (IHPR), the VA, and the UT Health Science Center's School of Public Health in Houston (UTSPH). A new course for UTSPH will be implemented in the Fall 2013 in comparative effectiveness research which will be available for MD/MPH students, as well as students in other degree programs.
- The School of Dentistry has maintained approximately 60 extramural training clinical days for students through rotation schedules at sites in the Lower Rio Grande Valley, Laredo and clinics in San Antonio.
- The School of Medicine has developed student run clinics to provide care for underserved patients. Student run clinics have been established at the Haven for Hope, Alpha Home, SAMMinistries, Travis Park dermatology clinic, refugee health clinic and Frontera de Salud.
- The School of Nursing students have participated in community programs at AVANCE and the Healy-Murphy Center.

Goal 3

Instill in students professionalism that reflects the highest standards of the health profession and science, and acknowledges the diversity of the general population.

Strategy 1: Implement programs that will enhance cultural diversity.

2015 Progress

- The U.S. Department of Education reaffirmed the Health Science Center's designation as a Hispanic-serving institution.
- The Graduate School of Biomedical Sciences received an Institutional Research and Academic Career Development Award (IRACDA) that will be used to prepare a diverse and accomplished pool of research-teacher-scholars sensitive to the needs of underrepresented groups and to serve as role models for students at the undergraduate level.
- The Office of International Services collaborated with other organizations on campus to create, implement, market and host several cultural events.
- The Center for Medical Humanities & Ethics provides an array of elective courses and experiential learning opportunities in the San Antonio community and abroad to give students experience in working with diverse and underserved populations and to assist them in considering circumstances of a patient's life.

2014 Progress

- The Learning Enhancement for Achievement in Dentistry (LEAD) is a three-week summer enrichment program for underrepresented minority students that was developed during the Spring 2014 and implemented in the summer. In July, 22 college students from various South Texas universities participated in LEAD sessions 1 through 3, a comprehensive three-year continuum of summer enrichment programs that target academic success in college and the development of more competitive dental school applicants. During June 2014, 28 dental students participated in LEAD sessions 4 through 6. These program activities aim to facilitate transition into the next academic year, and also provide academic support throughout the academic year.
- The School of Dentistry maintained approximately 62 extramural training clinical days for students through rotation schedules at sites in the Lower Rio Grande Valley, Laredo and clinics in San Antonio. Students and faculty provided more than 31,600 patient visits in San Antonio/Bexar County affiliated sites, and more than 12,000 patient visits in South Texas affiliated sites.
- The School of Medicine was recognized as the number one medical school for Hispanics in the country by the *Hispanic Business Magazine's* Annual Diversity Report.
- The School of Medicine implemented a national recruitment campaign to establish the Health Science Center and School of Medicine presence on a national platform and build awareness of undergraduate and graduate medical education offerings. Also, the Minority Resident Association is in development to create a formal mentoring program for residents to provide support and guidance during the training years and to build camaraderie.

Education

- The School of Nursing hosted a workshop in June 2014 called “Cultural Inclusion Institute: Promoting a Culture of Inclusion in Healthcare”. There were approximately 140 participants in which 35 were students from various disciplines. The workshop exchanged knowledge, expertise, research, challenges and successes in addressing issues related to cultural inclusion, and developed strategies of integrating cultural inclusiveness into the health care professional practice.
- One of the faculty members in the School of Nursing led an international health care experience for six students enrolled in the accelerated BSN program in Guatemala in July 2014. The program is designed to provide nursing students the opportunity to participate in a cross-cultural international health care immersion experience. Students partnered with various service organizations, interprofessional health care members, volunteers, preceptors and local health care members to provide supervised community and primary health care within the local context and conditions. The program exposed students to local health care values, beliefs and practices, and cultural norms.
- The Center for Medical Humanities & Ethics provides an array of elective courses and experiential learning opportunities in the San Antonio community and abroad to give students experience in working with diverse and underserved populations and to help them consider the particular circumstances of a patient’s life.

2013 Progress

- The Laredo regional campus offers to high school graduates and college students, at no cost, a camp that specifically prepares students seeking an advanced health career. This is the first camp of its kind in the community and is a collaboration between the Area Health Education Center (AHEC), Texas A&M International University and the Laredo regional campus. The program offers an intense review of basic sciences, anatomy, physiology, biology, training in social and interview skills, and much more.
- The School of Dentistry’s *Academic Enhancement Program* was implemented in the Spring 2013 to address the need for more Hispanic dental professionals through enhanced recruitment efforts and linkages with South Texas universities. The program was created to assist students in becoming applicants to dental school. Thirteen students identified from three universities participated in the workshops.
- A prematriculation program was developed and implemented in the School of Dentistry in June 2013. The program was designed to assist incoming freshmen to be prepared for the rigors of dental school. Twelve students participated in the program two weeks before dental school started.
- The School of Medicine created an Office of Faculty and Diversity to ensure broader outreach, inclusion and diversity awareness. The office will also develop a pipeline of connecting student diversity with Health Science Center residents and faculty.
- The School of Nursing provided cultural proficiency workshops for all of the schools during 2013.

Strategy 2: Enhance student recruitment strategies and identify funding opportunities through scholarships, awards, work study and grants to reduce student debt burden.

CHANCELLOR'S FRAMEWORK: Reduce financial impact on students and families, and identify and further implement strategies to reduce debt burden for students.

2015 Progress

- F-Troop, a hands-on, year round grant writing workshop meets weekly and targets pre- and post-doctoral trainees engaged in the preparation of fellowship grant applications. Approximately 45 trainees participated in the workshops and 10 new National Institutes of Health (NIH) fellowship awards were received.
- The Health Science Center saw a 26% increase in work-study positions which also included positions from off-campus relationships that focused on community health training programs.

2014 Progress

- A community service project with University Hospital System started in December 2013 which created a work study program for students. As student employees, students assist with reading to children in the ICU at the hospital and providing homework tutoring to children in long-term care facilities.
- The School of Nursing students received more than \$2.9 million in scholarships, awards, grants and work study funds. Of this amount, approximately \$34,000 represents funding from work study opportunities identified by the school to assist students in funding their education.
- F-Troop, a hands-on, year round grant writing workshop meets weekly and targets pre- and post-doctoral trainees engaged in the preparation of fellowship grant applications. Approximately 50 trainees participated in the workshop and 11 new National Institutes of Health (NIH) fellowship awards were received.
- Additional work study programs have been developed in the Library and academic program assessment areas.
- The Graduate School of Biomedical Sciences has attended recruiting fairs at the Society for Advancement of Hispanics/Chicanos and Native Americans in Science (SACNAS) and Annual Biomedical Research Conference for Minority Students (ABRCMS), and a National Institutes of Health (NIH) graduate professional fair. In addition, the school has attended several health fairs, including The University of Texas at Austin, University of Michigan – Ann Arbor and University of California at Davis. The latter draws more than 8,000 students from the University of California System, California State System, Stanford Pomona and Cal Tech. Finally, the school continues to recruit qualified applicants from the M.D./Ph.D. web-forum with approximately 20% of the interviewees being contacted through social media.

2013 Progress

- A web site was developed which consolidated all scholarship information in one place for students. Also, in

Education

Summer 2013, the application process was automated so students could apply for scholarships online.

- The Office of Veterans Services and Financial Aid created an on-hands financial literacy education web site which provides resources for students to assist in budget planning, understanding credit balances and saving and investing in their future. In addition, the financial literacy session was presented at all student orientation sessions starting with Spring 2013.
- The Office of Veterans Services and Financial Aid has applied for and received permission to participate in the State College Work Study program. The federal work study program is currently in place. This will provide another source of funding for students.
- The School of Nursing employed 25 tutors for a total cost of \$70,000. In addition, the School of Nursing assists students in the identification of scholarship funding. In academic year 2013, 60% and 75% of the graduate and undergraduate students, respectively, received scholarship funds.
- In collaboration with community service providers, discussions have been initiated to consider an expanded work study program to meet the needs of the local health care community.

Strategy 3: Foster a culture for students to adopt self-care principles, practices and programs.

2015 Progress

- No activity to report.

2014 Progress

- No activity to report.

2013 Progress

- The School of Medicine created an Office of Student Diversity and Professional Identity Development and recruited an Assistant Dean to oversee the office. The office has developed a wellness curriculum for students to achieve and sustain mental, emotional and physical balance in their professional and personal life.

Strategy 4: Strengthen and develop innovative plans to shorten degree time for Ph.D. students, and provide career advising. Set clear criteria and expectations in an agreement between the student and department regarding the completion of the program.

CHANCELLOR'S FRAMEWORK: Strengthen and develop innovative plans to improve Ph.D. student advising to shorten time to degree, and provide career advising.

CHANCELLOR'S FRAMEWORK: Set clear criteria and expectations in an agreement between student and department regarding time-to-completion including incentives, deadlines and consequences for failing to meet expectations.

2014 - Completed

- The Graduate School of Biomedical Sciences' compact program for Ph.D. students is now fully implemented and will be monitored as part of the dissertation committee meetings. All first-year students are now being monitored using the school's IMPACT database. Also, students can quickly be identified who are struggling with courses, then the necessary enrichment resources can be provided to assist students. As a result of the close monitoring and rapid interventions, there was a 100 percent pass rate for the flagship "Fundamentals of Biomedical Sciences" core course.

2013 Progress

- The Graduate School of Biomedical Sciences developed a compact agreement for Ph.D. students. Also, as part of the compact, program-specific *Milestone Agreements* were developed and will be used starting September 1, 2013.
- Incoming students are instructed on how to develop an effective "Individual Development Plan"; and, are strongly encouraged to develop a plan. All students of the new incoming Integrated Biomedical Sciences graduate program will be instructed on methods to develop their plans during the prematriculation course.

Strategy 5: In collaboration with the academic community and the student body, develop a career counseling and career advising network of alumni and other professionals to assist graduates with transition to their chosen professional career.

2015 Progress

- The Graduate School of Biomedical Sciences formed an Office of Career Development and appointed a Career Advisory Council which consists of 40 professionals from across the City of San Antonio with diverse career paths in the evolving biomedical landscape. The office had five workshops that focused on career choices, military and Department of Defense science, industry, entrepreneurship, academic research and education. These workshops included roundtable discussions between trainees and the council members. Also, a satellite meeting with The University of Texas System leadership was held to discuss system-wide programs for trainees. In addition, two successful career days were held for the trainees.

2014 Progress

- The Graduate School of Biomedical Sciences has formed a Career Advisory Council. The Council is composed of approximately 20 professionals in the San Antonio community that work in biomedical-related areas. The Council has provided career advisement sessions in a multitude of career areas to graduate students.
- The Graduate School of Biomedical Sciences has developed internship opportunities for students, and the students are actively engaged in internships where they are gaining experience in areas outside of the traditional careers for Ph.D. recipients. The careers include bioinformatics and information technology, technology transfer, the biotech industry, teaching at non-research intensive institutions, business entrepreneurship and academic administration.

Goal 4

Attain international/national stature for key academic programs and a reputation for faculty excellence.

Strategy 1: Explore opportunities with sister institutions and within the Health Science Center for developing and/or growing dual degree programs for students to be better positioned as leaders in health care.

2015 Progress

- No new dual degree programs were developed in fiscal year 2015.

2014 Progress

- The Graduate School of Biomedical Sciences had discussions with The University of Texas at San Antonio (UTSA) on the joint Biomedical Engineering program to increase opportunities for master students to complete laboratory work in preparation for transition into the Ph.D. program. To facilitate and decrease hurdles for students, a *Memorandum of Understanding* and *Student Administrative Agreement* are being updated.
- The School of Nursing established the Early Acceptance – BSN RN program (EARN) and signed a joint agreement with The University of Texas at San Antonio (UTSA). Prospective students from UTSA will complete the prerequisites for nursing school at UTSA, and then they will enter the Health Science Center's two-year BSN program.
- The School of Nursing has developed an agreement with Texas A&M University for an early admission agreement for the BSN RN program. The joint agreement will be signed in Fall 2014.

2013 Progress

- The School of Medicine and The University of Texas at San Antonio (UTSA) developed the FAME (Facilitated Acceptance to Medical Education) program to award both baccalaureate and Doctor of Medicine degrees to qualified students. The curriculum of core courses being interwoven into a fully functional, collaborative seven-year curriculum with the end result of graduating physicians. Twenty students have enrolled in the program.
- The School of Nursing signed a *Memorandum of Understanding* with the UT Health Science Center's Houston School of Public Health to offer a Doctor of Nurse Practice (DNP) degree in Public Health Nurse Leader from the Health Science Center, and a Public Health Certificate offered by Houston. The program was implemented in the Fall 2013.
- The Health Science Center is in conversations with The University of Texas at San Antonio (UTSA) to further develop and expand the Biomedical Engineering joint degree program.
- The School of Nursing has met with The University of Texas at San Antonio (UTSA) engineering faculty to begin discussions regarding a collaboration to develop interdisciplinary graduate courses in health informatics and global health and human services.
- The Health Science Center is in initial discussions with Texas A&M International University in Laredo regarding an early college program to cultivate a prospective student pipeline.

Strategy 2: Cultivate and reward teaching excellence.

CHANCELLOR'S FRAMEWORK: Continue institutional effort to identify, recruit, and retain great faculty, utilizing and expanding the STARS program to enable great research and teaching; and, by expanding teaching excellence awards. (See also Research – Goal 2, Strategy 4)

CHANCELLOR'S FRAMEWORK: Enhance compensation strategies for faculty and administrators to reward and incentivize performance. (See also Health Care – Goal 1, Strategy 3 and Organizational Effectiveness – Goal 2, Strategy 1)

2015 Progress

- The Office of Vice President for Academic, Faculty and Student Affairs attended the Spring school workshops on promotion and tenure and made recommendations on how to organize candidate dossiers to effectively represent the impact of their work, and emphasized coaching and mentoring opportunities.
- Seven faculty received the Regents' Outstanding Teaching Award for teaching excellence from The University of Texas System Board of Regents.
- Three faculty in Microbiology, Molecular Medicine and Pharmacology received The University of Texas System's Rising STARS award totaling \$750,000. Also, the Director of the Greehey Children's Cancer Research Institute received a Translational STARS award for approximately \$1.3 million.
- Ten members of the Health Science Center faculty were inducted into the Academy of Master Teachers which promotes and sustains excellence in health science education by building value and recognition in educational leadership and the scholarship of teaching.
- Six faculty were recognized with the Presidential Teaching Excellence Award which recognizes faculty for being role models and mentors to their students.
- Five faculty in the School of Dentistry received the Faculty Assembly Teaching Excellence Award.
- A faculty member in the School of Dentistry received the Faculty of Color Tuition Scholarship for Professional Development by the American Dental Education Association (ADEA). The purpose of the scholarship is for faculty to participate in programs that will improve their teaching abilities, increase their leadership skills and advance an understanding and mastery of other critical elements of a successful academic career.
- A faculty member in the School of Dentistry was selected for the American Association of Periodontics – Sunstar Foundation Fellowship. The purpose of the scholarship is to advance academic careers and research of young faculty members.
- The Dean for the Graduate School of Biomedical Sciences was named a University of Texas System Chancellor's health fellow in graduate education. The fellowship was established to recognize high impact innovative work

Education

at health institutions that are aligned with the overarching mission of The University of Texas System and have potential for broad societal impact on health care, education and research.

- The School of Health Professions implemented a new course evaluation system, IDEA, and recognized 29 faculty for receiving outstanding evaluations.
- A faculty member in the School of Health Professions received the Shirlyn B. McKenzie Teaching Excellence Award. The award recognizes excellence in the scholarship of teaching.
- A faculty member in the School of Medicine was selected by the Minnie Stevens Piper Foundation as a 2015 Piper Professor. Ten awards of \$5,000 each are made annually to professors for superior teaching in the State of Texas.
- Two faculty in the School of Medicine were selected to be members of The University of Texas Kenneth I. Shine Academy of Health Science Education. The academy fosters excellence in education in the health sciences by recognition of outstanding educators and advancement of knowledge and innovation in the field of education.
- A faculty member in Family & Community Medicine was the recipient of the Smiles for Life 10th Anniversary Award from the Society of Teachers of Family Medicine. The faculty member was a founding member of the National Steering Committee of Smile for Life, a comprehensive and widely used oral health curriculum designed for use by primary care clinicians.
- The Chair for Neurosurgery received the J.T. “Lamar” McNew, M.D. Award for service to physicians-in-training from the Texas Medical Association (TMA) Resident and Fellow Section. The award honors a TMA physician who has provided outstanding mentoring and service to residents and fellows and medical school graduates who are completing specialty training prior to practicing medicine on their own.
- An Orthopaedic faculty member in the School of Medicine was one of four physicians selected from around the world for the prestigious John N. Insall Travelling Fellowship by The Knee Society. The Society promotes outstanding care to patients with knee disorders through innovative research and education.

2014 Progress

- Eight faculty received the Regents’ Outstanding Teaching Award for teaching excellence from The University of Texas System. Each faculty member also received a \$25,000 cash award.
- Eight faculty were recognized with the Presidential Teaching Excellence Awards which recognizes faculty for being role models and mentors to their students.
- Six new members of the Health Science Center faculty were inducted into the Academy of Master Teachers and were recognized for their outstanding teaching efforts.
- Two faculty were recognized with the Presidential Distinguished Scholar Award and Presidential Junior Research Scholar Award.

Education

- An interprofessional group of Health Science Center faculty received a third place award for innovative community service learning projects at the “Innovations in Health Science Education” program sponsored by the Kenneth I. Shine, M.D. Academy of Health Science Education. The faculty were from the Schools of Dentistry, Medicine and Nursing.
- The Dean of the School of Dentistry was honored by the Chair of the American Dental Education Association (ADEA) Board of Directors Citation for outstanding contributions to the ADEA and dental education.
- A faculty member in the Department of Medicine, Division of Cardiology, was inducted into the 2014 Class of Master Fellows of the Society of Cardiovascular Angiography and Interventions (SCAI). SCAI recognizes outstanding members for their commitment to the highest levels of clinical care, innovation, publication and teaching in invasive/interventional cardiovascular medicine.
- A faculty member in the Department of Family & Community, School of Medicine, was elected to the Institute of Medicine.
- A faculty member in the Department of Medicine was the recipient of the Robert K. Chalmers Distinguished Pharmacy Educator Award from the American Association of Colleges Pharmacy (AACCP).
- Two faculty, from the Departments of Cellular and Structural Biology and Psychiatry, were named “The World’s Most Influential Scientific Minds 2014” by Thomson Reuters.
- A University of Texas STARS translational award for \$250,000 was received by a faculty member in Molecular Medicine.

2013 Progress

- Discussions have initiated with the Deans to recognize excellence in teaching by developing a robust program of rewards, including Academy of Master Teachers, Regents’ Outstanding Teaching Awards, Presidential Teaching Excellence Award and the Distinguished Junior and Senior Research Scholar Award.
- A web site is in development stages that would host a centralized listing of all faculty awards.
- The University of Texas System Board of Regents awarded eight exemplary faculty members with the Regents’ Outstanding Teaching Awards for 2013.

Strategy 3: Strengthen the faculty performance review process to identify and incorporate standards for quality teaching, and link performance evaluations to compensation.

CHANCELLOR’S FRAMEWORK: Ensure that annual performance evaluations are strengthened to better define performance levels and are completed for all employees (faculty, administrators and staff). (See also Organizational Effectiveness – Goal 2, Strategy 2)

Education

2015 - Completed

- The School of Health Professions implemented a faculty incentive plan that promotes research and scholarship productivity and student satisfaction.

2014 Progress

- The University of Texas System published policies in 2014 for evaluating faculty, and one of the elements is to incorporate student and peer reviews into the evaluation process. The Deans' Council has placed this item on its agenda to discuss.
- The School of Medicine initiated a school-wide review of the Appointment, Promotion and Tenure process in 2014. A work group of representatives has been meeting regularly and is using the LEAN principles to identify areas of duplication and enhancements to the processes. Also under consideration, is to streamline and ultimately automate the process.
- As part of the 2015 budgeting process, department chairs are setting expectations for faculty productivity.

2013 Progress

- In collaboration with the Deans' Council, the annual faculty review process is under review and for consideration of revisions.
- Individual Deans have developed standards and expectations that have been incorporated into the XYZ plans and that are linked to performance evaluations and productivity.

Strategy 4: Recruit and retain high caliber and professional faculty and staff.

2015 Progress

- The Health Science Center has been successful in using professional recruiting firms to recruit key academic and administrative positions.
- The School of Nursing has been successful in strategically recruiting faculty with doctoral degrees. At the end of fiscal year 2015, 74% of the faculty had doctoral degrees.

2014 Progress

- A new Vice President for Academic, Faculty and Student Affairs was recruited and started in Fall 2014.
- The Health Science Center continues to recruit faculty and staff across the campus.

2013 Progress

- A search firm was engaged to conduct a search for academic positions to support the schools and students. The positions included the Director of International Services and three Associate Registrar positions.
- The School of Nursing has established a goal that 60 percent of their full-time faculty will hold doctoral degrees by 2015. At the end of 2013, 37% of faculty had a doctoral degree.

Strategy 5: In collaboration with the academic community, develop the 21st century Library as a national resource and research center for students and faculty.

2015 Progress

- A plan has been developed to upgrade all floors of the Library beginning in fiscal year 2016. The upgrades will include improving study space.
- Library services were included as part of the Student and Faculty Satisfaction surveys. Several recommendations for improvement were identified, including the establishment of a quiet study zone; improvements to the Library's room reservation system; availability of moveable whiteboards; and, to add to the Library's journal collection.
- The Library has identified and removed more than 12,000 books and journals from the library shelves and sent them to the Texas A&M University and The University of Texas System resource-in-common Joint Library Facility for storage. The removal of the books and journals will allow additional space for renovations to the Library.
- The Library continued to participate in the TexShare state-wide library sharing consortium, the South Central Academic Medical Libraries consortium covering five states, and served as a resource and outreach library provider in the National Network of Libraries of Medicine.
- During 2015, the Library offered 113 formal instructional sessions to students and faculty on various topics, including evidence-based practice, effective use of digital and print resources, development of professional poster presentations, and orientation to the library for new students.

2014 Progress

- The Library has identified and removed more than 5,600 journals from the shelves of the Library as a result of participating in the Texas A&M University and The University of Texas System resource-in-common Joint Library Facility for storage of older library books and journals. These volumes remain in the catalog and are still accessible through the "Resource in Common".

2013 Progress

- Some of the floors of the Library have been renovated to provide more study areas for students and updated to accommodate electronic technology devices.

Education

- The Office of Institutional Advancement continues to pursue funding resources and is in contact with prospective donors regarding the “Library of the Future” renovation project.
- Information Management and Services has started an assessment of technology used in the Library and will utilize this information to develop a plan to update technology.



Research

Progress Reports
FISCAL YEARS 2013 - 2015

Goal 1

To sustain excellence, target research efforts to ensure strategic investments have the maximum impact on advancing human health with special attention to regional health care issues.

Strategy 1: Continue to support current research strengths in adult/children cancer, aging, diabetes, health disparities, and neurosciences.

2015 Progress

Cancer

- The Cancer Research & Therapy Center (CTRC) received \$13.6 million in grants from the Cancer Prevention and Research Institute of Texas (CPRIT) to support research in liver, brain and prostate cancers. Also, funds will be used to support work in reducing chemotherapy’s painful side effects.
- The National Cancer Institute’s Cancer Center Support grant for the Cancer Therapy & Research Center (CTRC) was renewed for an additional five years for \$9.0 million.
- The Cancer Research & Therapy Center (CTRC) received \$5.0 million from the Mays Family Foundation. The funds will be used to fund pilot research, faculty recruitment and retention, clinical trials, new technology and cancer prevention.
- The Greehey Children’s Cancer Research Institute received a five-year grant for \$3.0 million under the pediatric pre-clinical testing consortium to study agents/combinations against soft tissue sarcoma and kidney cancer models.
- The Department of Pharmacology received a five-year \$2.3 million grant to study naturally-derived treatments for breast cancer.

Aging

- The Health Science Center announced the establishment of the first comprehensive Institute for Alzheimer’s and Neurodegenerative Diseases in South Texas. Through this endeavor, the Health Science Center will offer expert diagnostics; have physician specialists in Alzheimer’s related dementias, Parkinson’s and other diseases; offer support programs for caregivers; and, provide access to clinical trials. Approximately \$35.0 million in funds were raised from the community to support the new Institute.
- The Barshop Institute for Longevity and Aging Studies received a grant that establishes the Claude D. Pepper Older Americans Independence Center. The grant is for five years totaling \$3.5 million and represents only one of 15 awarded across the nation.
- The Barshop Institute for Longevity and Aging Studies received renewal funding for the Nathan Shock Center of Excellence in the Biology of Aging totaling \$3.6 million over five years. The center is only one of six across the country.
- During the 84th Legislative Session, the Barshop Institute for Longevity and Aging Studies received \$4.0 million of new state funding.

Research

- The Barshop Institute for Longevity and Aging Studies recruited two new faculty in fiscal year 2015.

Diabetes

- Three grants totaling \$1.0 million were received from the American Diabetes Association.

Neurosciences

- The School of Medicine continued to support the submission of neurosciences applications and funded six pilot projects that allowed the faculty to collect valuable preliminary data for application submissions for extramural funding. As a result, several large awards were funded to support the pilot programs.
- The Department of Neurosurgery recruited a new faculty member in fiscal year 2015, and a new chair was appointed in the Department of Psychiatry. Also, a new faculty member was recruited in the Department of Pharmacology whose work focuses on neurosciences. The new faculty member in the Department of Pharmacology also received a University of Texas Rising STARS award for \$250,000.

2014 Progress

Adult/Children Cancer

- A director for the Greehey Children's Cancer Research Institute has been recruited and will start in December 2014.
- The Cancer Prevention Research Institute of Texas (CPRIT) awarded 10 researchers close to \$7.2 million in grants for 2015. The research work ranges from reducing cervical cancer rates in the Lower Rio Grande Valley to finding less toxic cancer treatments through a better understanding of cell genetics. Also included in the award was a significant recruitment grant.
- Pediatric oncologists at the Health Science Center will lead a consortium of regional providers in pediatric cancer research trials under a \$3.7 million five-year grant received from the National Cancer Institute (NCI). The grant focus is on survivorship, cancer care delivery, genetic counseling and family support services.
- A faculty member in the Cancer Therapy & Research Center (CTRC) received a \$1.7 million U.S. Food and Drug Administration (FDA) grant for brain tumor research.
- A faculty member in the Department of Pharmacology received a National Institutes of Health (NIH) grant for \$1.6 million to study skin cancer prevention.
- A Department of Medicine hematologist/oncologist received a \$1.2 million grant from the Department of Defense (DOD) to study lupus.
- An oncologist researcher received \$900,000 from the Ovarian Cancer Research Foundation to better understand the immune impediments in ovarian cancer, and an \$800,000 grant from an international program to develop

Research

an antibody that will block a specific cancer metabolic pathway, and reduce the ability to suppress the immune system.

- A pediatric hematologist/oncologist received \$330,000 from the St. Baldrick's Foundation to continue groundbreaking research into the long-term problems with lifesaving chemotherapy in children.
- A faculty member in the School of Medicine was awarded a \$250,000 "Hope Grant" from Hyundai Motor America to fund childhood cancer research.

Aging

- The Barshop Institute for Longevity and Aging Studies received \$7.5 million from the National Institute on Aging. The award will assist researchers in accelerating the development of commercial drugs that slow the aging process and improve the quality of life for older people.

Diabetes

- A faculty member in the Department of Pharmacology received a National Institutes of Health (NIH) grant for \$2.9 million to study obesity and Type 2 diabetes on a cellular level.

Health Disparities

- The School of Medicine is developing a mission, vision and scope of service for the Center for Minority Health Implementation and Dissemination Research. The Center was formed to enhance research infrastructure and to promote projects with a special focus on community engagement that addresses community health disparities.

Neurosciences

- The Health Science Center is participating in The University of Texas System Neuroscience Council which brings together top researchers from The University of Texas System institutions to explore new convergent research.
- The School of Medicine established a baseline for neuroscience federal funding and will track progress going forward. From fiscal year 2013 to 2014, funding increased by 27 percent.

2013 Progress

- Two neurosciences faculty were recruited in 2013 by the Department of Physiology and will have research laboratories at the South Texas Research Facility.
- Two new faculty were also recruited by the Research Imaging Institute.

Strategy 2: Continue to enhance the aging program at the Texas Research Park.

2015 Progress

- The Barshop Institute for Longevity and Aging Studies received a grant that establishes the Claude D. Pepper Older Americans Independence Center. The grant is for five years totaling \$3.5 million and represents only one of 15 awarded across the nation. The grant will allow the Barshop to develop the human translational research component for their current basic science research.
- The Barshop Institute for Longevity and Aging Studies received renewal funding for the Nathan Shock Center of Excellence in the Biology of Aging totaling \$3.6 million over five years. The center is only one of six across the country.
- During the 84th legislative session, the Barshop Institute for Longevity and Aging Studies received \$4.0 million of new state funding.
- The Barshop Institute for Longevity and Aging Studies recruited two new faculty in fiscal year 2015.

2014 Progress

- The Barshop Institute for Longevity and Aging Studies received \$7.5 million from the National Institute on Aging. The award will assist researchers in accelerating the development of commercial drugs that slow the aging process and improve the quality of life for older people.
- The Barshop Institute for Longevity and Aging Studies continues to recruit for new faculty.

2013 Progress

- The Texas Legislature approved \$4.0 million to be funded in 2014 to establish a Translational Aging Research Program within the Barshop Institute of Aging and Longevity.
- A Director for the Barshop Institute of Aging and Longevity was recruited who has experience as a translational researcher and is a physician. His start date is September 1, 2013.
- The Center for Healthy Aging also recruited a physician-scientist faculty in 2013.

Strategy 3: Renew the NCI-designation at the Cancer Therapy & Research Center.

2014 - Completed

- The Cancer Therapy & Research Center (CTRC) received renewal as a designated National Cancer Institute. The renewal is accompanied by a support grant that totals \$9.0 million over the next five years. CTRC is only one of

four Texas cancer centers in Texas with the designation, and the only center in South Texas.

2013 Progress

- The application will be submitted to National Cancer Institute (NCI) in September 2013, and the site visit is scheduled for February 11, 2014.

Strategy 4: Develop a rigorous review process for research centers and institutes.

2014 - Completed

- One of the organized research units was reviewed in 2014. The other nine research units were completed in fiscal year 2013.
- The institutional policy for the organized research reviews was revised, and the reviews will now take place every six years. The next reviews will be completed in fiscal year 2019.

2013 Progress

- A committee has been appointed to review the organized research units. The committee completed reviews on nine of the 10 research units.

Strategy 5: Establish endowed chairs in research.

2015 Progress

- Seven new endowed academic positions were established in 2015. The endowments support research for cancer, medicine, diabetes, military health and nephrology.

2014 Progress

- Thirteen new endowed chairs positions were established in fiscal year 2014. The supported research for the chair positions range from cardiology, cancer and reproductive endocrinology. Also, seven of the chairs were established for pediatric specialties.

2013 Progress

- USAA Foundation gifted the Health Science Center with a \$3.0 million endowment for neurosciences research. The endowment created a President's Distinguished University Chair in Discovery in Neurosciences Research, a field that spans across all five schools and multiple scientific disciplines.

Strategy 6: Develop several new areas of significant research strength that are aligned with regional health care problems in the next five years, such as early cognitive development and the environment, obesity and nutrition, outcomes for research and safety, stem cell, and women's health, children and wellness.

2015 Progress

- The Health Science Center received two five-year grants totaling \$13.75 million from the U.S. Department of Health & Human Services' Office of Adolescent Health to expand the evidence-based programs provided by UT Teen Health, the university's initiative that promotes healthy choices for adolescents.
- Salud America has received a \$1.3 million grant from the Robert Wood Johnson Foundation to develop new evidence and educational content to drive healthy policy changes for Latino children.
- The Department of Pediatrics in the School of Medicine received two grants to study childhood obesity from the National Institutes of Health (NIH) and the San Antonio Area Foundation. The grants totaled over \$120,000.
- Eleven grants totaling \$4.5 million were received by the Health Science Center to study stem cells.
- The School of Medicine and Institute for Integration of Medicine and Science (IIMS) have allocated funds to encourage and to create opportunities for clinical and patient-centered outcomes and/or comparative effectiveness through the *Clinical Investigator Kickstart Pilot Program (CIK)* and the *Visionaries Pilot Program*. The programs were created to increase scientific activity and submission of applications to the National Institutes of Health (NIH) and/or other sources of funding for a program project, center of excellence or similar large awards.

2014 Progress

Obesity and Nutrition

- A faculty member in the Institute for Health Promotion Research received a \$2.9 million National Institutes of Health (NIH) grant award to implement a Latino child obesity program.
- A faculty member received a \$1.5 million grant from the National Institutes of Health (NIH) to fund testing of a novel anti-inflammatory drug on glucose metabolism.

Women's Health

- An Obstetrics and Gynecology faculty member was awarded a National Institutes of Health (NIH) renewal grant for \$7.3 million for fetal development studies.

Stem Cell

- A School of Dentistry faculty member received \$1.7 million from the American Association of Endodontics to fund stem cell research.

2013 Progress

- For early cognitive development and the environment, the South Texas Autism Research Team hosted an autism translational science speaker series to promote collaborations and awareness of key autism research initiatives throughout the nation.
- The Health Science Center received \$2.0 million in funding in 2013 from the National Institute of Diabetes and Digestive and Kidney Diseases (NIDDK) and American Diabetes Association to examine pathogenesis of insulin resistance in aging and obesity.
- Discussions have initiated to consider launching a human induced pluripotent stem cell bank that would be available to researchers. The tissues would be sequenced to provide genetic background information on cells. This concept would bring together nutrition, metabolism, stem cells and aging research.
- The Health Science Center is represented on the RegenMedSA steering committee and partners with other research institutions in the city to organize the next city-wide stem cell conference.
- The School of Dentistry recruited a senior scientist to complement an active team of investigators studying stem cells and their capacity to develop new salivary glands.
- Research to Advance Community Health (ReACH) Center is implementing a population-based Hepatitis C virus screening program at University Hospital System (UHS) for baby boomers. Over 1,000 unique individuals have been tested to date. The project is funded by the Centers for Disease Control and Prevention (CDC).
- ReACH presented qualitative research on the complementary, but distinctive roles of Mexican-American father and mother in the family adopting healthy lifestyle.
- The use of technology to improve quality of care has been accomplished through a unique national research network focused on improvement science, the Improvement Science Research Network (ISRN). ISRN research projects amass around “systems thinking” and emphasize operations and process improvement. Studies evaluate which improvement strategies are effective for quality and patient safety.

Strategy 7: Develop the South Texas Research Facility into a leading, collaborative, translational research environment.

2015 Progress

- The South Texas Research Facility Council meets regularly to discuss space allocation. The Council determines what type of research will be housed in the facility along with the best use for space. The facility is now driven by departments rather than themes.
- The South Texas Research Facility has 244 laboratory benches and 31 vacant benches. During fiscal year 2015, 20

new laboratories were established for molecular medicine, neurosurgery, physiology and urology. The occupancy rate is at 87%.

2014 Progress

- A South Texas Research Facility Council was formed and will be responsible for the development of the facility and space allocation.
- During fiscal year 2014, three new laboratories were established at the South Texas Research Facility and four laboratories moved to other facilities. The current occupancy rate is 75%.

2013 Progress

- At the end of fiscal year 2013, the South Texas Research Facility reached 90% occupancy.
- The School of Medicine has recruited two neuroscientists and two oncologists that will occupy space in the South Texas Research Facility.

Strategy 8: Build an effective Office of Clinical Research, and enhance clinical trial operations by fostering development of clinical research units in the new clinical buildings and enhancing opportunities for junior and mid-career faculty to complete research training.

2015 Progress

- Velos, a clinical trial management system (CTMS), have been fully implemented for both cancer and non-cancer studies. The system will house vital information on clinical trials that can be used for reporting, financial management, participant management and regulatory tracking.
- The Office of Clinical Research's website for finding active research studies was enhanced to improve assessability for internal and external consumers.
- The School of Dentistry's new Center for Oral Health Care and Research opened in July 2015. Space has been allocated for clinical research projects in the Center. Three clinical research projects are actively engaged in the Clinical Research Clinic.

2014 Progress

- Velos, a clinical trial management system (CTMS), was successfully deployed in the Cancer Therapy & Research Center (CTRC). CTMS will streamline the cancer center review process, and will house vital information on clinical trials that can be used for reporting purposes, financial management, participant management, and regulatory tracking. Phase II of the implementation will start in the next fiscal year for all other institutional clinical trials.

Research

- Health Science Center leadership met with The University of Texas System consultant to discuss the development of a University of Texas System clinical trials network.
- The Office of Clinical Research was reorganized and is in the process of enhancing the clinical trial operations, processes and procedures.
- A clinical research technology working group was created and included representation from key constituents to assist in the decision making and technology project prioritization.

2013 Progress

- The School of Dentistry has designated space for clinical research in the new Center for Oral Health Care and Research that is scheduled to open in 2015.
- A business plan for an institutional Clinical Trials Office was approved by the administration in June 2013. Services in the plan will be initiated by the Office of Clinical Research starting in September 2013.
- A clinical trial management systems software is in the process of being implemented to enhance the tracking of information and data on clinical trials. The first phase of the implementation was completed at the Cancer Therapy & Research Center (CTRC).
- A draft policy for clinical trials' centralized business processes and responsibilities have been drafted and are in the review process.

Goal 2

Recruit and nurture the next generation of basic and clinical scientists into the institution's priority research themes.

Strategy 1: Target recruitment into existing and new areas by recruiting newly educated graduates from programs, and identify and recruit promising graduates who are in the educational pipeline, and support career development, including post-doctoral research and specialty training.

2015 Progress

- The Health Science Center received a five-year grant for \$3.5 million from the National Institutes of Health (NIH) to enable post-doctoral research scientists to perfect their teaching capabilities and skills at three undergraduate universities. This program will enhance their career potential while inspiring undergraduate students to enter research careers.
- F-Troop, a hands-on, year round grant writing workshop meets weekly and targets pre- and post-doctoral trainees engaged in the preparation of fellowship grant applications. Approximately 45 trainees participated in the workshops.
- A “Grant Writing for New Investigators” workshop was offered twice a month for advanced post-doctoral trainees and early career faculty. Approximately 20 trainees attended the workshops and 10 new National Institutes of Health (NIH) fellowship awards were received.
- A graduate student received \$10,000 from the Jess Hay Endowment, the Chancellor’s Graduate Student Research Fellowship, to support cancer prevention work.

2014 Progress

- New scientists and scientists-to-be at the Cancer Therapy & Research Center (CTRC) received a \$1.6 million grant from the Cancer Prevention and Research Institute (CPRIT) to support research training programs for M.D. and Ph.D. fellows, and graduate and undergraduate students.
- F-Troop, a hands-on, year round grant writing workshop meets weekly and targets pre- and post-doctoral trainees engaged in the preparation of fellowship grant applications. Approximately 50 trainees participated in the workshop and 11 new National Institutes of Health (NIH) fellowship awards were received.

2013 Progress

- Twelve new National Institutes of Health (NIH) National Research Service Award (NRSA) F-Series awards were received in fiscal year 2013 to support pre-doctoral students and fellows in research training. The goal is to mentor these students and target them for future recruitment opportunities.
- The School of Dentistry secured renewal funding for the prestigious National Institutes of Health (NIH) grant, COSTAR, for the period of 2013–2018. The grant will ensure that continued dual degree training is available to dental students and will provide strategies for long-term recruitment to faculty positions. Five of the six DDS/Ph.D. students receiving funding have transferred to individual NIH F30 fellowships. The students are scheduled to graduate in 2015 and 2017.

Strategy 2: Implement mechanisms to increase quantity and quality of submitted grants.

2015 Progress

- During fiscal year 2015, 20 *GrantSeekers* presentations were offered. Seventeen grants were reviewed, and three of the grants were successfully funded for \$6.3 million. The overall return on investment from successful funding for fiscal years 2013 through 2015 was \$29.5 million.
- Several faculty used the new editorial review services provided through the *Expanded GrantSeekers* program. The expanded program includes mechanisms to support specific experiments geared towards improving the likelihood of funding for a revised proposal, and expert editorial service to improve the quality of manuscript and grant submissions.
- The School of Medicine and Institute for Integration of Medicine and Science (IIMS) have allocated funds to encourage and to create opportunities for clinical and patient-centered outcomes and/or comparative effectiveness through the *Clinical Investigator Kickstart Pilot Program (CIK)* and the *Visionaries Pilot Program*. The programs were created to increase scientific activity and submission of applications to the National Institutes of Health (NIH) and/or other sources of funding for a program project, center of excellence or similar large awards.
- The School of Medicine created a Patient Centered Outcomes Research Institute (PCORI) Funding Workgroup to further engage faculty interested in patient-centered outcomes research and to provide support to faculty for submission of PCORI applications. A workshop was conducted in January 2015 which included a review panel of PCORI-funded faculty and PCORI reviewers. The group's focus is on encouraging capacity building and increased applications for patient-centered outcomes. The Health Science Center submitted a total of eight Letters of Intent (LOI) to PCORI in fiscal year 2015.
- The School of Health Professions appointed a Faculty Research Development Committee and hired a research coordinator whose primary responsibility will be to assist faculty in coordinating the preparation and submission of grants.

2014 Progress

- During the year, there were 19 *GrantSeekers* presentations. Also, a “Researchers Enhancement Program” was developed with the goal to assist investigators in enhancing their research programs to the next level and to remain at the forefront of their fields.
- The estimated return on investment from the researchers that attended the *GrantSeekers* program in 2013 is approximately \$10.0 million. Also, some of the 2014 attendees have already realized a benefit of approximately \$4.7 million.
- The University of Texas System activated the functionality in SciVal to notify all researchers of grant opportunities. SciVal is a database that profiles research investigators grant awards and publications.

2013 Progress

- During fiscal year 2013, 28 GrantSeekers presentations were made to interested faculty to enhance grant writing skills.

Strategy 3: Establish and/or utilize metrics to assess research productivity and strategically maximize research resources.

2015 - Completed

- The deans along with the chairs revamped the faculty performance review process, and as part of the process, communicated research expectations and productivity. As a result, state salary savings of \$6.9 million were freed up between 2013 and 2015 for the schools and departments to reinvest in research strategic initiatives.

2014 Progress

- One of the recommendations from the Institutional Sustainability Task Force was to develop research faculty productivity metrics. The research sub-group of the Task Force recommended the appointment of a Research Strategic Advisory Council which was subsequently appointed. One of the deliverables from the Council will be to develop some metrics and guidance to measure research productivity and to strategically maximize research resources.
- The School of Medicine established a baseline for neuroscience federal funding and will track progress going forward. From fiscal year 2013 to 2014, funding increased by 27%.

2013 Progress

- A database, SciVal, which provides profiles of research investigators' grant awards and publications, was updated to increase profiles from 1,000 to 1,600.
- A consultant has been engaged to provide guidance and expertise on the types of research productivity measurements that can be used to enhance and maximize research resources.

Strategy 4: Leverage The University of Texas System's STARS funds to recruit and retain new and established investigators.

CHANCELLOR'S FRAMEWORK: Continue institutional effort to identify, recruit, and retain great faculty, utilizing and expanding the STARS program to enable great research and teaching; and, by expanding teaching excellence awards. (See also Education – Goal 4, Strategy 2)

2015 Progress

- A University of Texas STARS Translational award for approximately \$1.3 million was received by the Director of the Greehey Children's Cancer Research Institute.
- Three faculty in Molecular Medicine, Pharmacology and Microbiology & Immunology each received \$250,000 for the Rising STARS award from The University of Texas System.
- Four research faculty were each awarded \$100,000 in UT BRAIN seed grants by The University of Texas Neuroscience and Neurotechnology Research Institute. This initiative was established to revolutionize the understanding of the brain and help treat, cure and prevent neurological disorders.

2014 Progress

- A University of Texas STARS translational award for \$250,000 was received by a faculty member in Molecular Medicine.

2013 Progress

- A University of Texas System Rising STARS 2013 award was presented to an investigator recruited and specializing in geriatrics.

Strategy 5: Identify new revenue streams to fund research, including enhancing philanthropic efforts; partnering with the military; and, promoting business innovation research and industry partnerships.

CHANCELLOR'S FRAMEWORK: Identify new revenue streams, including philanthropy, to support research missions.

2015 Progress

- Seven new endowed academic positions were established in 2015. The endowments support research for cancer, medicine, diabetes, military health and nephrology. In addition, nine other program endowments were created for research in the areas of cancer, aging and neonatology.
- Stewardship efforts have strengthened with regional foundations to support basic science research. During fiscal year 2015, approximately \$7.4 million was funded by foundations to support research initiatives.
- Two Department of Defense grants totaling \$2.1 million were received in 2015 to study substance abuse.
- With the establishment of the Military Health Institute, communications with the U.S. Department of Veterans Affairs (VA), San Antonio Military Medical Center (SAMMC), U.S. Army Institute for Surgical Research (ISR) and the Army-Baylor graduate programs have dramatically increased. Also, the Institute for Integration of Medicine

and Science (IIMS) has made a commitment for shared funding of military health-related pilot projects.

- Conversations continue with The University of Texas at San Antonio (UTSA), Southwest Research Institute (SwRI), the National Trauma Institute and military partners to create a Trauma Consortium.
- In April 2015, the Military Health Institute, the Office of the Vice President for Research and Office of Sponsored Programs conducted an initial orientation to faculty and staff interested in pursuing Department of Defense research grants.
- A research collaboration document was created between the Department of Defense (DoD), U.S. Department of Veterans Affairs (VA) and the Health Science Center.
- The Military Health Interest Group sponsored several seminars and tours with the military. The events included a tour of San Antonio Military Medical Center (SAMMC), military guest speakers and military recruiters.

2014 Progress

- The Cancer Therapy & Research Center (CTRC) exceeded its annual fundraising goal and received \$13.2 million in gifts.
- Through philanthropy, 13 endowed chairs, seven endowed professorships and four endowed funds were established.
- The School of Medicine was selected as a member of the Greater Plains Collaborative, a network funded by the National Patient-Centered Outcomes Research Institute, with membership spanning 10 medical centers in seven states. The collaborative will establish infrastructure to link medical records for ALS, breast cancer, and obesity across the network.
- The Institute for Integration of Medicine and Science (IIMS) partnered with Fort Sam Houston's Graduate School Research Council for their annual research day. IIMS continues to engage military researchers on several collaborations.
- A Military Health Institute (MHI) was established which will focus on leading innovative medical research, health education and health care that enhances and nurtures military collaborations aimed at improving the health and well-being of military personnel and veterans throughout the community, state and nation.

2013 Progress

- Recruited a Director of Biomedical Research Development in the Office of the Vice President for Research to oversee industry relations and partnerships.
- BioMed SA has organized a Task Force to evaluate collaborations between the Health Science Center and military.

Research

- The Institute for Integration of Medicine and Science leadership is actively developing strategies to enhance interactions with the military. In May 2013, a half-day meeting was held with Wilford Hall Air Force Medical Center, and a tour of their research programs and facilities was a part of the visit.
- The School of Nursing is partnering with San Antonio Military Medical Center (SAMMC) in creating a program for military medical personnel.

Goal 3

Enhance and expand research technology and infrastructure.

Strategy 1: Establish a medical informatics function to integrate electronic medical records with research data.

2015 - Completed

- EPIC, the electronic health record (EHR), and Velos, the Clinical Trial Management System (CTMS), were integrated to provide the seamless transfer of patient information and care protocols to improve care and patient safety.

2014 Progress

- An interface is being built between EPIC, the electronic health record, and Velos, the clinical trial management system (CTMS), to increase the identification of potential and eligible patients for clinical trials, and to improve the safety of patients participating in an active study. The project is 85% complete.

2013 Progress

- The clinical trials management systems software was implemented for the Cancer Therapy & Research Center (CTRC) which will include the integration with the electronic health record, EPIC.
- The School of Medicine recruited a faculty member with expertise in medical informatics.

Strategy 2: Expand NextGen/bioinformatics to increase number of investigators using advanced bioinformatics approaches.

2015 Progress

- The University Core Research Facility (UCRF) Committee has made several recommendations for investments in bioinformatics which includes an investment in highly skilled personnel and the formation of a bioinformatics core. It was recommended the new core leverage technology infrastructure with a sister institution that has one of the top super computers in the world and provides a resource to those in need of high performance computing and large storage capacity.

2014 Progress

- The School of Medicine has met with the Department of Epidemiology and Biostatistics to discuss methods of capturing data on research productivity and return on investment. A preliminary list of metrics has been developed.

2013 Progress

- The institution has recruited a faculty member who specializes in biomedical informatics and advanced bioinformatics approaches.

Strategy 3: Increase research core usage by investigators and target new technologies to be competitive.

2015 Progress

- In 2015, the cores showing increased usage were the Core for Advanced Translational Technologies (CATT) and Flow Cytometry. Increased usage for these two cores was primarily from newly recruited faculty. Other cores showed declines in usage, however, this was compensated by a 13% increase in services provided to external investigators over fiscal year 2014. Overall, the core usage for fiscal year 2015 showed minimal change.
- The Core for Advanced Translational Technologies (CATT) sponsored two technology awareness seminars on the Next-Generation Sequencing (NGS) resources that rapidly sequence whole genomes and makes large-scale, whole-genome sequencing accessible and practical for the average researcher. The CATT and Greehey Children's Cancer Research Institute solicited applications for three pilot projects.
- Two core initiatives were implemented during fiscal year 2015 to introduce new technologies into the cores. First, the Optical Imaging Core purchased a confocal microscope to meet the heavy demand for the technology. Second, the Core for Advanced Translational Technologies (CATT) was reorganized after new leadership was appointed to the core. The core is now called the Bioanalytics and Single Cell Core (BASiC) and merged the CATT technologies with new technologies for the detection, isolation, banking and bioanalytical characterization of single cells.
- iLab Solutions, a core management software is in the process of being implemented. This project was initiated by the Texas Regional CTSA Consortium (TRCC) and is funded by The University of Texas System to create a System-wide core facilities network. The software functionality includes core facility request management; equipment reservation and usage tracking; project tracking; billing and invoicing; and, business intelligence reporting. Also, this software tool is expected to reduce costs and will improve investigator's access to shared resources at other institutions participating in the UT network. The software is being implemented in three phases. The first two phases were completed and the final phase is scheduled to be completed in October 2015.

2014 Progress

- Expanded technology and upgraded high-performance computing and high-throughput screening capability in support of the research cores and basic sciences.
- The University Core Research Facilities (UCRF) Committee has reviewed the cores, and made recommendations to close the DNA core, and consolidate two Flow Cytometry facilities into one. Also, there were recommendations to decrease funding to other core facilities.
- An increase in core activity was seen in some of the cores ranging from 10% to 28% in usage for fiscal year 2014.

2013 Progress

- As part of the Clinical Translational Science Award (CTSA) renewal process in 2012, a new core was established, the Core for Advanced Translational Technologies (CATT), to support biorepository and systems-based

approaches to translational research. During fiscal year 2013, equipment was installed and robust procedures were developed to launch services. This core has proven to be rapidly growing in both the scope and volume of services it offers. The CATT also serves as the centralized biorepository for both the Department of Defense (DOD) and VA supported research projects.

- The School of Medicine established a core model for statistical and programming support including, but not limited to a billing and time tracking system instituted for faculty and staff.
- An Advanced Technology Expo and various presentations were made during the year to increase faculty awareness on core technologies.
- Surveys on the cores were sent to all faculty to raise awareness on core services.
- Core revenue increased approximately 13 percent from the prior fiscal year. Services to external clients have increased substantially. Credit card mechanisms were introduced to facilitate payment for external clients.

Strategy 4: Expand capabilities in bioinformatics through institutional enhancement of existing facilities and people.

2015 Progress

- The University Core Research Facility (UCRF) Committee has made several recommendations for investments in bioinformatics, including investments in highly skilled personnel and the formation of a bioinformatics core.

2014 Progress

- The University Core Research Facilities (UCRF) Committee made a recommendation for a bioinformatics initiative; however, there is currently no funding available for the initiative.

2013 Progress

- A faculty-led technology panel was appointed and has been charged with evaluating the portfolio of core resources and to make recommendations on prioritized support to align with a strategic direction for the cores. The charge also includes an evaluation of underutilized cores, or those that need to be reorganized and/or consolidated.
- Custom software to manage core service requests and financial transactions is in development. This software will allow users to view the status of projects, along with cost estimates, billing and payment information.
- Credit card mechanisms were introduced to facilitate payment for external clients.
- A programmer was funded to streamline data transfer and processing of high-throughput DNA sequence data.

Strategy 5: Increase the amount of resources that support research initiatives by establishing a faculty learning community to enhance research and clinical skills, and to establish a formal research mentoring program to assist faculty with scholarly endeavors.

2015 Progress

- During the fiscal year 2015, 20 *GrantSeekers* presentations were offered. Also, several faculty have used the new editorial review services provided through the *Expanded GrantSeekers* program. The expanded program includes mechanisms to support specific experiments geared towards improving the likelihood of funding for a revised proposal.
- The School of Medicine created a Patient Centered Outcomes Research Institute (PCORI) Funding Workgroup to further engage faculty interested in patient-centered outcomes research and to provide support to faculty for submission of PCORI applications. A workshop was conducted in January 2015 which included a review panel of PCORI-funded faculty and PCORI reviewers. The group's focus is on encouraging capacity building and increased applications for patient-centered outcomes. The Health Science Center submitted a total of eight Letters of Intent (LOI) to PCORI in fiscal year 2015.
- In October 2014, the San Antonio Life Sciences Institute (SALSI) sponsored three lectures on writing successful grant proposals.
- The School of Health Professions established a Faculty Research Development Committee in fiscal year 2015. A research lunch and learn series meets on a monthly basis to provide support in the integration of research activities. Two pilot grants were awarded by the Office of the Vice President for Research to faculty in Emergency Health Sciences and Physical Therapy. In addition, a research coordinator was hired to support faculty with pre-award and post-award activities.

2014 Progress

- During the year, there were 19 *GrantSeekers* presentations. Also, a "Researchers Enhancement Program" was developed with the goal to assist investigators in enhancing their research programs to the next level and to remain at the forefront of their fields.

2013 Progress

- During fiscal year 2013, 28 *GrantSeekers* presentations were made to interested faculty to enhance grant writing skills.

Strategy 6: Expand Office of Technology Transfer and Commercialization capabilities in technology transfer, industry collaboration and new venture creation and incubation to enhance commercialization of research discoveries to benefit patients, the institution and the public.

CHANCELLOR'S FRAMEWORK: Enhance technology transfer and commercialization.

CHANCELLOR'S FRAMEWORK: Leverage research productivity and reputation of other UT System institutions to attract greater resources to expand and develop technology/biotechnology research hubs within our communities (e.g., venture capitalists, angel investors, etc.).

2015 Progress

- In December 2014, a new Executive Director was hired for the Office of Technology Commercialization. Also, three new personnel were hired that are trained in intellectual property and strategy.
- The new Executive Director has made several presentations to departments and the faculty, and has spoken at various retreats and seminars to encourage entrepreneurial pursuits. In addition, the Executive Director has had several discussions with various external stakeholders and pharma companies on the development of partnerships with the Health Science Center.
- The Office of Technology Commercialization will sponsor the first of four quarterly events in fiscal year 2016 called Science, Technology and Innovation Reception (STIR). STIR will engage the external community to collaborate in the commercialization of Health Science Center technologies. Also, the goal is to identify potential management for new start-ups and identify pharma partners, as well as create an environment that is highly collegial and engaging.
- The Office of Technology Commercialization has funded a group of pre- and post-doctoral candidates as interns to learn best practices in commercialization of health care technologies, as well as learn the method of assessing database technologies. The group is called the Student Team Advisory Group (STAG) and meets weekly.
- The Office of the Vice President for Research is collaborating with San Antonio Technology Center (SATC) to reach an agreement whereby the Health Science Center can incubate companies at SATC and assist companies in becoming sustainable with a return in value in health care products.
- The President's Translational and Entrepreneurial Research Fund (PTEF) was established to provide early stage funds to promote commercialization of technologies developed at the Health Science Center.
- The Health Science Center and two other University of Texas System institutions have received a \$350,000 award from The University of Texas System Office of Technology Commercialization to create a "UTSA/UTEP/UTHSCSA Technology Entrepreneurship and Commercialization Partnership". The partnership is designed to foster innovation, entrepreneurship and commercialization in the areas of biomedical devices, therapeutics and biomedical engineering.

2014 Progress

- The Office of Technology Transfer and Commercialization has recruited a new director who will start on December 1, 2014.
- The Interim Vice President for Research is collaborating with the City of San Antonio to create a shared life science incubator with The University of Texas at San Antonio (UTSA), Texas Research & Technology Foundation (TRTF) and the Health Science Center.
- Invention disclosures increased by 12% from fiscal year 2013. There were 57 invention disclosures in fiscal year 2014.
- Two new start-up companies were formed in 2014. One Health Science Center start-up company was acquired by a global provider of medical devices for \$2.3 million.

2013 Progress

- The Vice President for Research collaborated with the Office of Technology Transfer and Commercialization and the local business community to develop a course on “Translational Medical Product Development”. The course explores the process of translating basic research into market driven products, intellectual property management and the complex regulatory pathways for commercialization.
- One of the Cardiology faculty member’s spin-off company was provided a \$1.99 million investment for the development and commercialization of an innovative technology platform, CardioVol™, which allows real-time blood volume measurement using existing pacemaker components and lead systems to both detect disease and treat patients with the devices. This is a joint venture with The University of Texas at San Antonio (UTSA).

Goal 4

Leverage collaborative opportunities within the Health Science Center and across The University of Texas System to advance basic, clinical, and translational research programs.

Strategy 1: Promote collaborative sessions within the Health Science Center in areas with critical mass and requests for applications to secure funding for health sciences research, clinical safety and effectiveness research.

2015 Progress

- The School of Medicine created a Patient Centered Outcomes Research Institute (PCORI) Funding Workgroup to further engage faculty interested in patient-centered outcomes research and to provide support to faculty for submission of PCORI applications. A workshop was conducted in January 2015 which included a review panel of PCORI-funded faculty and PCORI reviewers. The group's focus is on encouraging capacity building and increased applications for patient-centered outcomes. The Health Science Center submitted a total of eight Letters of Intent (LOI) to PCORI in fiscal year 2015.
- The School of Medicine and Institute for Integration of Medicine and Science (IIMS) have allocated funds to encourage and to create opportunities for clinical and patient-centered outcomes and/or comparative effectiveness through the *Clinical Investigator Kickstart Pilot Program (CIK)* and the *Visionaries Pilot Program*. The programs were created to increase scientific activity and submission of applications to the National Institutes of Health (NIH) and/or other sources of funding for a program project, center of excellence or similar large awards.
- The Health Science Center signed an agreement with The University of Texas at San Antonio (UTSA) to develop collaborations between the two institutions in the area of cancer research.

2014 Progress

- A Research Strategic Advisory Council was appointed in July 2014 to develop a cross-institutional research strategy; to establish priorities; and, to facilitate and foster interdisciplinary and collaborative efforts.
- The San Antonio Life Sciences Institute (SALSI) Innovation Challenge awarded more than \$750,000 in grants to fund collaborative studies with a focus on public health issues and diseases of global impact. Funding will support early and conceptual stages of project development. SALSI is a model of how a general academic institution, The University of Texas at San Antonio (UTSA), and an academic health science center can join forces for greater research and graduate education.

Strategy 2: Establish new collaborations among clinical and basic scientists to benefit the health of patients and population.

2015 Progress

- The Center for Innovative Drug Discovery (CIDD), a joint venture between the Health Science Center and The University of Texas at San Antonio (UTSA) has entered into a research development partnership with German-based Cytocentrics Bioscience. The research partnership has potential impact for drug discovery research across multiple therapeutic disciplines.

Research

- The Center for Innovative Drug Discovery (CIDD), a joint venture between the Health Science Center and The University of Texas at San Antonio (UTSA) is partnering on a \$1.9 million award from the Cancer Prevention and Research Institute of Texas (CPRIT) to develop the next-generation of breast cancer treatment drugs.

2014 Progress

- Researchers from the Schools of Dentistry and Medicine are working with the Center for Innovation in Drug Discovery, a partnership between the Health Science Center and The University of Texas at San Antonio (UTSA), to develop novel drugs to improve efficacy for the purpose of systemic administration to treat tumors that are inaccessible to local injection or that have metastasized.
- The Texas Cancer Diagnostics Pipeline Consortium, which consists of the faculty from the Schools of Dentistry and Medicine, and research investigators from Rice University, UT Health Science Center at Houston, and M.D. Anderson, received a two-year extension on a multi-institutional grant for \$3.9 million to develop nano-sized biomarker technology for diagnosing prostate, oral and ovarian cancers.

2013 Progress

- The institution received \$45.0 million for a research grant to improve treatment of post-traumatic stress disorder (PTSD) in military populations. The project will be a collaboration with the Department of Defense (DOD) and the Department of Veteran's Affairs.
- ReACH is developing a substance abuse research program in collaboration with Department of Defense (DOD) partners.
- Preliminary discussions have been initiated with San Antonio Military Medical Center (SAMMC) to develop a Warrior Resiliency Institute that would be funded through private funding initiatives.

Strategy 3: Collaborate with The University of Texas System and its institutions on the CTSA, Core Collaborative Project, and the research cyber infrastructure.

CHANCELLOR'S FRAMEWORK: Identify and pursue synergistic collaborations with other System institutions, other higher education institutions, government agencies, as well as public and private entities to produce more externally sponsored research funding and to create shared facilities (e.g., laboratory space, equipment).

2015 Progress

- The Clinical and Translational Science (CTSA) principal investigators of The University of Texas System institutions are collaborating on developing a centralized office for a network of clinical trials to be called "Clinical Trial Xpress" (CTX) and have had discussions on developing metrics for the CTSA programs.
- In collaboration with the Texas Regional CTSA Consortium (TRCC), a clinical trial network, and The University

of Texas System, a major Trial Innovation Center (TIC) grant application was submitted to the National Center for Advancing Translational Sciences (NCATS) to establish the “Clinical Trials Xpress” (CTX). The grant would support a national-level central coordinating office that utilizes centralized Institutional Review Boards (IRB) and reciprocity agreements; master clinical trial agreements; centralized budgeting; trial performance and quality monitoring; and, a menu of services that can be deployed depending upon the needs and complexity of the trial. If funded, it will place Texas in a strong position for coordinating multi-site clinical trials at the national level.

2014 Progress

- The Clinical & Translational Science Award (CTSA) grant was renewed for \$20.4 million.
- The Health Science Center is participating in The University of Texas System Neuroscience Council which brings together top researchers from The University of Texas System institutions to explore new convergent research.
- The Texas Regional CTSA Consortium (TRCC) and the Health Science Center leadership continue to work on the TRCC Clinical Trials Network. The University of Texas Board of Regents approved Phase I of the project by engaging a consultant to outline the current strengths in clinical trials at the four CTSA sites and services as a basis for program implementation. The final report was submitted by the consultant in August 2014. Phase II, a larger consultation project, also supported by the Board of Regents, will establish a central coordinating office along with operational groups at each CTSA campus.
- The Institute for Integration of Medicine and Science (IIMS)/CTSA Lean Six Sigma initiative was formally implemented in May 2014. All program areas were reviewed in detail in preparation for selection of two initial projects for improvement of efficiency and effectiveness. These projects will be pursued during fiscal year 2015.

2013 Progress

Collaborations with CTSA Partners in UT System

- In coordination with other Texas CTSA's, the Texas Regional CTSA Consortium (TRCC) was established and developed, and the Health Science Center leadership had roles in the Core Laboratory Working Group, the Biorepository Working Group, Regulatory Support and the TRCC Clinical Trials Network.
- Awarded two ARRA-funded CTSA supplements for: core consolidation and infrastructure in the new South Texas Research Facility and a data repository for the Practice Based Research Network.
- The CTSA evaluation and implementation team added system engineers from The University of Texas at San Antonio (UTSA) with expertise in Lean Six Sigma.

Collaborations with UT System and UT Institutions

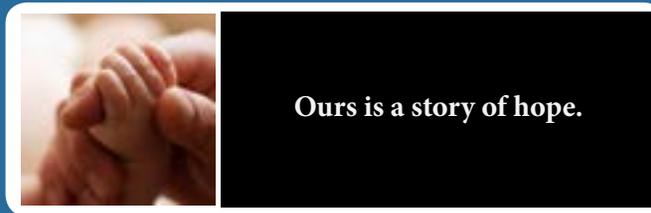
- Created the Center for Innovative Drug Discovery, a joint program with The University of Texas at San Antonio (UTSA) with state-of-the-art capabilities in medicinal chemistry and drug screening.

Research

- In Phase 1 of cyber infrastructure initiative, connected the North Campus to the high-speed digital data network, including a 10GB connection to advance genomic data transmission at the Greehey Children's Cancer Research Institute's Genome Sequencing Facility.
- Implemented data pipelines to streamline data transmission and processing of genomic data to the Texas Advance Computing Center (TACC).
- Participating with The University of Texas System in core consolidation initiative to facilitate higher quality and more effective usage of core infrastructure.

Initiatives to Support Synergistic Collaborations with Other Institutions

- Established new core laboratories in the South Texas Research Facility that provided advanced research services to investigators at the Health Science Center and other institutions of higher education and biotechnology institutes and companies.
- Co-sponsored a meeting and seminar with the co-founder of the Systems Biology Institute to facilitate collaborations with Health Science Center investigators.
- Awarded a Cancer Prevention Research Institute of Texas (CPRIT) grant to upgrade technologies in the biomolecular NMR core facility and to introduce fragment-based drug discovery technologies.



Health Care

Progress Reports
FISCAL YEARS 2013 - 2015

Goal 1

To provide compassionate and excellent health care to the public and community.

Strategy 1: Focus our health care on the priority needs of the community and society, and develop service lines with institutional and hospital partners to enhance the quality and delivery of specialty care.

2015 Progress

- The University of Texas Board of Regents approved a new multi-specialty clinical practice site in the northwest section of San Antonio to expand UT Medicine's presence in a rapidly growing area of San Antonio. The new facility will include primary care and specialty-care providers, as well as full imaging capabilities. The opening of this facility is planned for early 2017.
- The School of Medicine is working on the development of a comprehensive neurosurgery service with a hospital partner that will increase surgical case volume in both adult and pediatric care. The planned clinical space will have seven exam rooms.
- During fiscal year 2015, a director was appointed to the newly created cardiovascular service line. This effort is a collaboration between the Department of Cardiothoracic Surgery and the Divisions of Cardiology and Vascular Surgery to integrate their clinical operations and to provide comprehensive, value driven care to patients with cardiac and vascular diagnoses.
- The Health Science Center announced the establishment of the first comprehensive Institute for Alzheimer's and Neurodegenerative Diseases in South Texas. Through this endeavor, the Health Science Center will offer expert diagnostics; have physician specialists in Alzheimer's related dementias, Parkinson's and other diseases; offer support programs for caregivers; and, provide access to clinical trials of new therapies. Approximately \$35.0 million in funds were raised from the community to support the new Institute.
- The United Council for Neurologic Subspecialties (UCNS) approved a fellowship for neurocritical care. The Health Science Center will have the first UCNS accredited neurocritical care fellowship in the South Texas Region.

2014 Progress

- A joint planning meeting with University Health System and the School of Medicine leadership in September 2013 started discussions on operational issues to recognize the importance of efficient operations as the platform from which to develop and grow successful clinical programs.
- The School of Medicine continues to explore affiliations in certain service lines with other hospital partners to diversify inpatient venues.
- A UT Medicine policy was developed in fiscal year 2014 regarding external referrals with input from the Primary Care Center, the Chairs' Specialty Access Workgroup, and the UT Medicine Board. Concomitant revisions to the electronic health record, EPIC, were made to support the new practice. Also, an internal communication strategy which included UT Medicine clinic providers and staff was developed and executed. For the first 10 months of fiscal year 2014, there was an increase in referrals of 9.2% or approximately 3,500 referrals.

2013 Progress

- The Cancer Therapy & Research Center (CTRC) developed a multidisciplinary clinic service for lung cancer patients which include pulmonologists and thoracic medical oncologists.
- UT Medicine is in the final stages of developing an operational plan for collaboration between Cardiology, Vascular Surgery and Cardiothoracic Surgery to develop a service line to enhance the delivery of cardiac specialty care. A Cardio-Vascular center has been created and a director named.
- A consultant was hired in May 2013 to assess a high-level strategic plan for attaining a cancer-specific inpatient venue.
- A consolidated private inpatient service for Hematology and Medical Oncology patients was established with a hospital partner.
- The School of Nursing received a \$5.1 million Delivery System Reform Incentive Payment (DSRIP) contract to fund the expansion of community clinics from one day/week to five days/week; to create an evening pediatric clinic; to add evening and week-end hours across settings; for renovation of the Student Health Clinic; and, to add interprofessional Health Science Center students a practice venue and learning projects for service.

Strategy 2: Conduct a comprehensive review of current health care activities, so current financial support and space can be leveraged to invest in priority health care areas and community needs.

CHANCELLOR'S FRAMEWORK: Develop criteria to assess and improve academic, research and administrative space utilization and strategies, including productivity indices, and review of space utilization policies. (See also Organizational Effectiveness – Goal 1, Strategy 4; Goal 1, Strategy 6; and, Goal 5, Strategy 4)

2015 Progress

- UT Medicine will expand services at the Medical Arts & Research Center (MARC) building by repurposing 40,000 gross square feet from administrative use to clinical space. The clinical expansion will include neurology, neurosurgery, ophthalmology and new radiology modalities.
- A consultant conducted a review of the Cancer Research & Therapy Center (CTRC) and made several recommendations to strategically improve the alignment of operations and to pursue discussions with external collaborators.
- *Patients First*, a UT Medicine initiative branded to improve the coordination and efficiency of patient care across 22 UT Medicine clinical sites completed its second year of reviews. During fiscal year 2015, nine clinics were reviewed which brings the total reviews to 17 clinics. Currently, four reviews are underway. To date, 133 providers have completed the initiative and 87 scheduling templates have been enhanced to increase patient access to care. Patient visits increased by approximately 20,000 and collections increased by \$8.0 million over fiscal year 2014.

2014 Progress

- *Patients First*, a UT Medicine initiative branded to improve the coordination and efficiency of patient care started with the engagement of an external consultant to increase patient access and clinical productivity. This initiative involves a team that will work with each of the approximately 20 ambulatory care clinics to apply productivity standards and process improvement ideas to enhance clinical performance. Only a fraction of the sites have been reviewed, with data already showing an increase in activity.

2013 Progress

- The School of Dentistry leadership developed a white paper identifying outcomes and strategies to improve clinical efficiency and productivity with the intention to increase patient volumes and revenues. Work groups are working to operationalize the white paper recommendations. During 2013, four major clinical processes were implemented: screening rotation in General Practice Group (GCP) clinic; prepayment fee for professional courtesy discount; second-year dental hygiene students' integration into the GCP clinic; and, chair side assistant training and infrastructure for second-year dental students.
- UT Medicine continues to capture key clinical information in the electronic health record (EHR) in an effort to evaluate service lines and to prepare for quality data reporting in calendar year 2014.

Strategy 3: Develop consistent criteria between all schools to reward performance and incentivize those who provide health care.

CHANCELLOR'S FRAMEWORK: Enhance compensation strategies for faculty and administrators to reward and incentivize performance. (See also Education – Goal 4, Strategy 2 and Organizational Effectiveness – Goal 2, Strategy 1)

2014 - Completed

- The School of Medicine initiated a new compensation plan that directly rewards clinical faculty for clinical productivity. It is based on exceeding operating costs. A similar concept was applied to the institutional-wide compensation plan.

2013 Progress

- All faculty compensation plans for the School of Medicine were enacted in fiscal year 2013. The framework was created with the assistance from a consulting firm. The incentive compensation programs were also expanded to include Clinic Managers within UT Medicine. Up to 7.5% of base pay is at risk against established individual and institutional goals.
- As a result of the UT Medicine's compensation plan initiative, clinical departments in the School of Medicine have productivity standards for their faculty. Monthly reports are available detailing the clinical productivity of faculty and departments, and its utilization of clinic space. In preparation of the fiscal year 2014 budgets, departments

will be required to present analysis of current space utilization (using an established template) and plans for optimizing current spaces and will identify additional space needs with detailed justifications. The University of Texas at Austin engineering faculty will be assisting with methods to evaluate processes and clinic space management.

- The School of Nursing's faculty compensation plan was approved by the Faculty Assembly. The school instituted the UT Medicine productivity standards for faculty and departments. Productivity will be analyzed on a daily, weekly and monthly basis.

Strategy 4: Partner with a hospital partner to develop a geographically serving, comprehensive ambulatory network anchored with a state-of-the-art, free-standing academic-based children's hospital that will serve the needs of our community, region and the nation.

2015 Progress

- No activity to report.

2014 Progress

- A partnership with University Hospital System, UT Kids™, was developed and pediatric services are being offered on the children's floor of the new UHS Sky Tower which is the largest pediatric practice in Central and South Texas.
- At this time, a free-standing academic-based children's hospital is not being considered.

2013 Progress

- The Health Science Center has signed a *Memorandum of Understanding* with a hospital system to explore and identify opportunities for an affiliation to provide pre-eminent pediatric care, academic training and research in San Antonio and the South Texas region.

Strategy 5: Broaden community partnerships across settings and life spans.

2015 Progress

- UT Medicine continues to develop a relationship with CVS and the Minute Clinics. Medical directorship requests have been fulfilled and discussions continue to enhance this affiliation.
- The School of Nursing opened a sixth clinic site at the AVANCE Fenley Child Development Center.
- The School of Nursing leadership, AVANCE and the UT Nursing Clinical Enterprise met with the City of

Health Care

Uvalde to develop a partnership called “Back to School Texas Health Steps Roundup”. Twenty-six children had a comprehensive health care assessment.

2014 Progress

- During fiscal year 2014, no new community partnerships involving patient care were initiated.

2013 Progress

- The School of Nursing has expanded services at some community clinics from one day/week to five days/week; and, is in the process of developing a senior house calls program.

Strategy 6: Establish a commercial Accountable Care Organization (ACO) model and explore development of ACO models with hospital partner(s).

2015 Progress

- A consultant has been engaged to make recommendations on this initiative.

2014 Progress

- Without a designated hospital partner, a true Accountable Care Organization (ACO) is unlikely to be developed. However, UT Medicine is exploring ambulatory centered ACO-like structures.

Goal 2

Expand primary care which is key to meeting comprehensive health care needs, promoting health literacy, healthier lifestyles and preventive care, and to expand the source of referrals within the Practice Plans of the individual schools.

Strategy 1: Expand health promotion and primary care services tailored to meet the needs of our patients and community.

2015 Progress

- UT Medicine will expand services at the Medical Arts & Research Center (MARC) building by repurposing 40,000 gross square feet from administrative use to clinical space. The clinical expansion will include neurology, neurosurgery, ophthalmology and new radiology modalities.
- The University of Texas Board of Regents approved a new multi-specialty clinical practice site in the northwest section of San Antonio to expand UT Medicine's presence in a rapidly growing area of San Antonio. The new facility will include primary care and specialty-care providers, as well as full imaging capabilities. The opening of this facility is planned for early 2017.

2014 Progress

- The primary care practice at the Medical Arts & Research Center (MARC) has completed the successful integration of Family Medicine and Internal Medicine.
- UT Medicine opened a new Primary Care Clinic at Medical Drive that offers a number of services to meet the primary health care needs of patients including Medicare well visits, well-child check-ups, women's health and counseling services, medication counseling and diabetes management classes. A second clinic is anticipated to open in fiscal year 2015.
- The UT Medicine Primary Care Center (PCC) locations have activated 60% of MyChart at all locations in order to communicate electronically with patients on a daily basis.
- Two new physicians have been added to the UT Medicine Primary Care Center (PCC), and eight are being actively recruited.
- UT Medicine is in the process of developing marketing materials with an affiliated national pharmacy chain to promote primary care in their stores.
- UT Medicine is in active negotiations with a large retail store chain to assume operational control of one of their health centers, and to be followed by expanded primary care support for their beneficiaries across San Antonio.

2013 Progress

- UT Medicine has created the infrastructure to develop a "patient-centered medical home" model of care delivery at primary care sites. Also, a primary care center director has been recruited and will start in September 2013.
- An affiliation agreement has been signed with a national pharmacy and UT Medicine to diversify sites of care and to increase access to services.

- UT Medicine clinic hours were expanded to include evening hours in order to expand access to care.

Strategy 2: Develop innovative and interprofessional models for delivery of primary health care utilizing different types of providers.

2015 Progress

- All four Primary Care Center (PCC) locations have applied for the patient-centered medical model of care delivery from the National Committee for Quality Assurance (NCQA).
- The Health Science Center is creating the first comprehensive Institute for Alzheimer's and Neurodegenerative Diseases in South Texas. Through this endeavor, the Health Science Center will offer all medical, dental, allied health and social services for patients and their families in one location, and will align these interdisciplinary health services with the basic and translational aging research programs.

2014 Progress

- The UT Medicine Primary Care Center (PCC) has collaborated with the School of Health Professions to offer two Physician Assistants to work in the clinical practice. Also, the PCC collaborated with the Department of Psychiatry to develop a model of integrated behavioral health in primary care and is actively recruiting for a psychologist. In addition, existing faculty have been identified to provide clinical support for geriatric psychiatry, general psychiatry and health psychology services. Finally, the PCC has hired two PharmDs who provide disease management and medication management to patients in the PCC.

2013 Progress

- The integration of mid-level providers and behavioral health services is underway. UT Medicine is using referral data to assess the behavioral needs across the practice.
- UT Medicine has recruited a primary care center director that will be responsible for developing interprofessional models for delivery of primary health care.

Goal 3

Expand the growth of the Practice Plans by increasing patient volumes and revenues.

Strategy 1: Develop our plans to be the destination of choice for health care in our region, thereby increasing patient volumes and activities.

2015 Progress

- UT Medicine will expand services at the Medical Arts & Research Center (MARC) building by repurposing 40,000 gross square feet from administrative use to clinical space. The clinical expansion will include neurology, neurosurgery, ophthalmology and new radiology modalities.
- The University of Texas Board of Regents approved a new multi-specialty clinical practice site in the northwest section of San Antonio to expand UT Medicine's presence in a rapidly growing area of San Antonio. The new facility will include primary care and specialty-care providers, as well as full imaging capabilities. The opening of this facility is planned for early 2017.
- The Health Science Center is creating the first comprehensive Institute for Alzheimer's and Neurodegenerative Diseases in South Texas. Through this endeavor, the Health Science Center will offer all medical, dental, allied health and social services for patients and their families in one location, and will align these interdisciplinary health services with the basic and translational aging research programs.
- A consultant conducted a review of the Cancer Research & Therapy Center (CTRC) and made several recommendations to strategically improve the alignment of operations and to pursue discussions with external collaborators.
- UT Medicine is in negotiation with one organization of primary care providers, and in discussions with another large group of primary care providers, to increase referral opportunities for UT Medicine.
- *Patients First*, a UT Medicine initiative branded to improve the coordination and efficiency of patient care across 22 UT Medicine clinical sites completed its second year of reviews. During fiscal year 2015, nine clinics were reviewed which brings the total reviews to 17 clinics. Currently, four reviews are underway. To date, 133 providers have completed the initiative and 87 scheduling templates have been enhanced to increase patient access to care. Patient visits increased by approximately 20,000 and collections increased by \$8.0 million over fiscal year 2014.
- The School of Dentistry opened a new Center for Oral Health & Research in July 2015. The 198,000 square-foot building will provide a venue for oral health care, education, training and research. The new Center is strategically located and connected to the School of Medicine's faculty practice, UT Medicine. The location of both buildings will facilitate interdisciplinary work among the medical and dental students, as well as faculty-clinicians and researchers.
- The San Antonio Business Journal recognized and named four faculty as 2015 Health Care Heroes. The award is given to local individuals who are making extraordinary contributions to health care.

2014 Progress

- *Patients First*, a UT Medicine initiative branded to improve the coordination and efficiency of patient care was deployed in 2014. As a result of the evaluation of eight of the 22 clinical sites, patient capacity is expected to increase by approximately 17% to 32% which equates to approximately \$2.7 million in collections if the additional capacity is filled. To date, 70 providers have completed the initiative and 68 scheduling templates have been enhanced. In addition, there has been improvement in patient satisfaction rates for scheduling appointments.
- For the first 10 months of fiscal year 2014, UT Medicine referrals increased by 9.2% or approximately 3,500.
- The UT Medicine patient's "After Visit Summary" (AVS) was revised to highlight the most critical information for a patient, and the language was edited to be more patient-friendly.
- The School of Dentistry is constructing a new Center for Oral Health Care and Research which will open in June 2015. The 198,000 square-foot building, costing \$96.6 million, will provide a venue for student clinics and the faculty practice.
- The School of Dentistry had a 9.6% increase in pre-doctoral revenues from fiscal year 2013.
- The School of Nursing's Delivery System Reform Incentive Payment (DSRIP) waiver funding allowed the expansion of the UT Nursing Clinical Enterprise nurse-led clinic model of integration and sustainability.

Strategy 2: Establish processes in our Practice Plans for effective coordination and integration of care for our patients with our institutional and hospital partners.

2015 Progress

- UT Medicine and the information technology group are in the process of implementing technology solutions to improve coordinated care for patients; support greater health, disease and prevention programs; and, to efficiently manage high-risk patients. These technological advances will allow integrated care teams to identify and address gaps in care with patient populations; address gaps in care utilizing population health analytics; integrate care management and coordination; and, engage patients in their care.
- Healthy Planet, a technology tool, is being implemented and will be used to assist with population health activities, including the tracking of patient outreach; providing care management which includes medication compliance; and, documenting care plans and goals.
- There was an increase in external referrals of 8.9% and internal referrals of 14.9% over fiscal year 2014.

2014 Progress

- Service line directors for oncology have been placed in the hospital to enhance the coordination of patient care.
- The UT Medicine *Patients First* initiative has identified enhancements to provider and staff processes and efficiencies to enhance the patient's experience. A policy for external referrals was implemented, 68 scheduling templates have been enhanced and patient intake and checklists have been created.
- Two patient coordinators have been placed to provide effective coordination of care for the Women's Comprehensive Health Institute and the H-E-B Cancer Care Men's Comprehensive Health Program.
- UT Medicine is in the process of refining reports to better determine referrals from outreach areas.

2013 Progress

- The School of Medicine has developed a mechanism for tracking consultation times in the hospital setting and is in the process of formalizing the assessment process to enhance the coordination and integration of care for patients.

Strategy 3: Develop a marketing plan to communicate our services to patients, the community and region.

2015 Progress

- A Chief Marketing Officer was hired in March 2015. The Chief Marketing Officer is in the process of developing a strategic marketing plan to communicate and market the Health Science Center's patient services.

2014 Progress

- Current marketing for health care has been aimed at education of the public and brand recognition. The Health Science Center is in the process of recruiting for a Chief Marketing Officer.
- The Health Science Center entered into a contract with an advertising agency in Spring 2014 for an institutional, reputational ad campaign. A media plan and corresponding budget is being reviewed for the services. The estimated kick-off date of the purchased media is anticipated in February 2015 with the media platforms being TV, radio, print, online and digital outdoor.

2013 Progress

- An external consultant has been engaged to evaluate how the Health Science Center can best market and communicate its services to the public, community and region.

Strategy 4: Develop alternative reimbursement methodologies that reward quality outcomes and efficiencies.

2015 Progress

- Quality-based contracts have been negotiated with hospital partners for emergency medicine, anesthesia and radiology. Also, UT Medicine has negotiated for value-based payments with two third-party payers.

2014 Progress

- UT Medicine has renewed affiliation agreements that now have quality and performance components, and are working on renegotiating agreements with third-party payers to include quality incentives in the negotiated rates.

2013 Progress

- UT Medicine is working to add quality incentive components to their payer contracts. One contract was successfully negotiated in 2013 that provides incentives not to exceed \$1.55 million for meeting certain metrics related to timely specialty provider access, patient satisfaction scores, and provider evaluations. For the first two quarters of 2013, UT Medicine anticipates receiving a \$500,000 incentive payment.

Goal 4

Pursue system engineering initiatives and research to improve patient safety outcomes, quality and efficiency of care.

Strategy 1: Use technology to improve patient care, reduce errors and improve quality of care.

CHANCELLOR'S FRAMEWORK: Pursue systems engineering initiatives and research to improve patient safety, quality and efficiency of care. (See also Research – Goal 1, Strategy 6 and Health Care – Goal 4, Strategy 1)

2015 Progress

- UT Medicine and the information technology group are in the process of implementing technology solutions to improve coordinated care for patients; support greater health, disease and prevention programs; and, to efficiently manage high-risk patients. These technological advances will allow integrated care teams to identify and address gaps in care with patient populations; address gaps in care utilizing population health analytics; integrate care management and coordination; and, engage patients in their care.
- UT Medicine implemented software that provides one sign tap-and-go technology to streamline clinical workflows by removing the need to repeatedly type usernames and passwords. Also, the software allows a secure signing solution that will allow electronic prescribing of controlled substances.
- EPIC, the electronic health record (EHR), was upgraded to version 2014 to provide and improve clinical and research functionality, workflow, patient safety and treatment outcomes.
- EPIC, the electronic health record (EHR), and Velos, the Clinical Trial Management System (CTMS) were integrated to provide the seamless transfer of patient information and clinical care protocols to improve care and patient safety.
- Stage 2 requirements for Meaningful Use as mandated by the Centers for Medicare and Medicaid Services (CMS) were implemented. Stage 2 requirements are seen as having a positive impact on patient care and safety through electronic messaging with patients, automatically tracking medications and the ability for patients to view their health information online.

2014 Progress

- The collaborative Health Information Exchange (HIE) between University Hospital System and UT Medicine went live in April 2014. UT Medicine is currently sending patient demographics, allergies and vaccinations to the central HIE data repository. Part of the implementation strategy is to broaden the exchange data sets to include other pertinent patient information, such as lab results, clinical visit summaries and medications.
- UT Medicine is in the process of forming a HIE clinician group that will serve to provide feedback to both UT Medicine and University Health System's information technology teams to identify enhancements and opportunities for improvement to the system.
- Upgraded EPIC, the electronic health record, to version 2012 to provide and improve clinical and research functionality, workflow, patient safety and treatment outcomes.

Health Care

- UT Medicine has developed tools (i.e., SmartSets, decision support and registries) to improve performance on Physician Quality Reporting System (PQRS) measures. Some measures have been addressed for colon cancer screening, mammography, pneumococcal immunization, medication reconciliation and screening for fall risk (included in Medicare Annual Wellness Visits). Feedback reports have been developed that are intended to give users a summary of a provider or department's score on a single PQRS measure. The interactive version of the report allows users to directly access the patient chart from the report to determine why a patient is not meeting the measure in order to take corrective action.
- UT Medicine has renewed affiliation agreements that now have quality and performance components, and is working on renegotiating agreements with third-party payers to include quality incentives in the negotiated rates.
- Upgraded MOSAIQ, the system used to manage and deliver medical oncology treatment protocols within the Cancer Research & Therapy Center (CTRC).
- EPIC Haiku module is being piloted to provide clinicians access to patient records via a mobile device for patient record review and amendments, and e-prescription.
- dbMotion, a Health Information Exchange (HIE) solution, was deployed to improve the standard of care with local and regional providers.
- Deployed FairWarning surveillance and audit solution to provide monitoring and HIPAA-compliance oversight of access to sensitive patient information.

2013 Progress

- UT Medicine continues to capture key clinical information in the electronic health record (EHR) system in an effort to prepare for quality data reporting (i.e., PQRS, meaningful use, PCMH, HEDIS) in calendar year 2014. This includes implementation of systems to improve performance on clinical quality measures. To date, UT Medicine has received \$2.3 million in incentive payments for meeting meaningful use targets.
- UT Medicine has implemented a computerized decision support for adult health maintenance topics including, colorectal cancer screening, mammography, pneumococcal immunization, influenza immunization, diabetic foot exams and screening for diabetic retinopathy. Monthly performance feedback reports related to these topics are distributed to medical providers on a monthly basis.
- All UT Medicine providers are enrolled in and active users of the *SureScripts* electronic prescription service. This system provides immediate access to patient formulary information and medication dispense history within the electronic health record (EHR) system.
- Voice recognition software was implemented as part of a recent electronic health record (EHR) transition in the Cancer Therapy & Research Center.
- The School of Dentistry installed an electronic health record (EHR) last year which was funded from the CMS

“meaningful use” incentive program. The EHR will permit the School of Dentistry to support clinical quality assurance and improvement by providing clinical analytic strategies to improve and monitor patient outcomes (quality) and gather data that will permit analysis on health issues, such as tobacco use, diet, oral health indices, and other areas for analysis.

- The School of Nursing is currently engaged in the development of data analytics to track the top eight presenting concerns (URI, well woman exam, STD testing, mental health issues, UTI, allergies/asthma, GI Sx, immunizations and titers), and patient outcomes and satisfaction.
- ReACH has developed three longitudinal clinical and research databases from a national insurance company and from an affiliated hospital. These unique databases promote population-based analyses to examine and understand quality and outcomes of care. The diabetes and HIV longitudinal clinical databases created by ReACH underpin both Health Science Center and affiliates funded projects for the Medicaid waiver.

Strategy 2: Recruit and invest in personnel skilled in system improvement and analytics for evaluating patient safety, quality and efficiency of care.

2015 Progress

- A faculty member was appointed to serve on the Healthcare Infection Control Practices Advisory Committee of the U.S. Centers for Disease Control and Prevention (CDC). The committee provides advice and guidance to the Secretary of Health and Human Services regarding infection control practices and strategies for surveillance and prevention of health care-associated infections, antimicrobial resistance and related infection control issues.
- The School of Medicine has started a new project evaluating hospital medicine’s admissions and discharge flow. This project may be expanded hospital-wide.
- The School of Medicine is collecting quality data and measurements, and as clinically appropriate, providing it to faculty and departments as part of their compensation plans.
- The School of Dentistry trained over 400 faculty, residents and students on clinical quality improvements and analytics in 2015.
- The School of Dentistry revised and developed a patient satisfaction online survey for patients to complete. The satisfaction rate for fiscal year 2015 was an average of 4.56 on 5 point Likert scale.

2014 Progress

- UT Medicine is working with engineering colleagues at The University of Texas at San Antonio (UTSA) and The University of Texas at Austin to evaluate admit and discharge flow; to develop primary care scheduling in teaching clinics; and, implementation of the surgical home. The addition of analytics staff is planned in the fiscal year 2015 budget.

- A School of Nursing faculty member was invited to serve on the Delivery System Reform Incentive Payment (DSRIP) Primary Care Collaborative Steering Committee. She was invited to present at a Primary Care webinar in March 2014 on a nurse-managed clinic model and to discuss metrics. She also presented at a plenary session at the Region 6 Delivery System Reform Incentive Payment (DSRIP) summit in May 2014 with 500 participants.

2013 Progress

- UT Medicine recruited a practicing family physician with extensive knowledge and expertise in EPIC. He has provided extensive technical knowledge for implementation and optimization of the electronic health record (EHR). Also, he has led a physician champion program which is cultivating additional expertise in clinical informatics among UT Medicine providers in all departments. Additionally, he has participated in developing electronic health record (EHR) tools and workflows to support UT Medicine's application to the National Committee on Quality Assurance (NCQA) for recognition as a "patient-centered medical home", as well as numerous other quality improvement projects.
- Recently, three School of Dentistry faculty members attended the Clinical Safety & Effectiveness Education Program (CS&E) offered at M.D. Anderson, and the plan is to have additional faculty participate in the workshops that will be held on the Health Science Center campus.
- The Academic Center for Evidenced-Based Practice (ACE) provided workshops on the national team performance program, attracting participants from across the nation for TeamSTEPPS master training. The TeamSTEPPS training is central to one of the School of Nursing's Delivery System Reform Incentive Payment (DSRIP) projects and contributes to patient safety in our community.
- One of the School of Medicine's faculty was appointed as the chief liaison between The University of Texas System's Office of Health Affairs and the clinical safety and effectiveness course directors at each UT System health institution.
- The Health Science Center has two representatives appointed to the Chancellor's Health Fellow Program for interprofessional health care delivery and for improving quality improvement tools for clinical care.

Strategy 3: Prepare for implementation of health care reform and explore novel opportunities of health care delivery.

2015 Progress

- There are currently 22 active five-year and one three-year Delivery System Reform Incentive Payment (DSRIP) projects across the Schools of Dentistry, Medicine and Nursing that are evaluating health system reform for the underserved in Texas. Total gross incentives earned in fiscal year 2015 were \$26.2 million.
- The ICD-10 conversion has been completed and is effective October 1, 2015. Faculty and clinic staff completed online training, and a gap analysis was conducted for improvements. In addition, coders completed training, and two additional coder educators were added to the float pool in preparation for increased time to code services.

2014 Progress

- The School of Medicine received approval from the Centers for Medicare and Medicaid Services for 16 Delivery System Reform Incentive Payment (DSRIP) projects with two additional projects awaiting approval.
- UT Medicine has developed readiness plans for ICD-10 implementation and will be ready for the October 2015 effective date. Coders have completed training, and a DX (diagnosis) calculator tool in EPIC, the electronic health record, is being developed to assist with the transition.

2013 Progress

- UT Medicine has created the infrastructure to develop a “patient-centered medical home” model of care delivery at primary care sites.
- An affiliation agreement has been signed with a national pharmacy and UT Medicine to diversify sites of care and to increase access to services.
- The School of Medicine received approval by Centers for Medicare & Medicaid Services (CMS) for 21 Delivery System Reform Incentive Payment (DSRIP) projects with an additional two projects pending approval.
- UT Medicine is exploring the development of an Accountable Care Organization (ACO) model with a hospital partner.



Community Engagement

Progress Reports
FISCAL YEARS 2013 - 2015

Goal 1

Improve the health literacy, prevention and optimal management of chronic diseases in our community and South Texas.

Strategy 1: Inform and educate the community on health care issues.

2015 Progress

- The Health Science Center hosted a Public Education Day on stem cells and regenerative medicine. The community educational event was held to foster an understanding of stem cells and regenerative medicine and what it means to patients and their families.
- Faculty, staff and medical students, through the Hispanic Autism Research Center at the Health Science Center, participated in several events on autism. The events included focus groups completing survey assessments on barriers faced by children with autism in South Texas; serving as guest speakers at autism events in South Texas; and, presenting at annual conferences and participating in autism awareness health fairs. Approximately 800 parents, children and teachers attended these events during fiscal year 2015. In Harlingen, over 300 parents and teachers attended the annual conference.
- The Barshop Institute for Longevity and Aging Studies, in collaboration with Texas Public Radio, presented the latest research and discoveries related to the treatment of Alzheimer's.
- The South Texas Poison Center earned its reaccreditation as a regional poison center by the American Association of Poison Control Centers. The South Texas Poison Center is part of the Department of Emergency Medicine and is one of six poison centers in Texas.
- The Institute for Health Promotion Research received the Everett M. Rogers Public Health Communication Award from the American Public Health Association. The award recognizes outstanding contributions in advancing the study and/or practice of public health communication.

2014 Progress

- The Center for Medical Humanities & Ethics held the 7th Annual Community Service Learning Conference which focused on how health professionals can effectively communicate with patients of varying health literacy levels. The conference attracted approximately 330 attendees from the Health Science Center and other health care agencies.
- The Center for Medical Humanities & Ethics hosted free public lectures on important topics, such as the reasons behind the high cost of U.S. medical care and the ethical quandaries raised by powerful new knowledge and of the human genome.
- ACT Together for Health, an interprofessional student group, in its second-year, educates residents of San Antonio and Bexar County on health coverage options that may be available to them.
- Salud al Pasito, a Community Service Learning project created by medical students, arranges community walks where participants have the opportunity to speak informally with physicians, nurses, health professionals and students about health concerns or healthy living. The other Health Science Center schools also participate in this

Community Engagement

outreach activity.

- The School of Nursing hosted focus group meetings and parent coaching and health education at the AVANCE and Healy-Murphy community clinics. Each event provided a venue to educate the community on a variety of health care issues.
- The Area Health Education Centers (AHEC) has been certified by the Texas Department of State Health Services to offer training and certification to community health workers, referred to as promotoras. Training was conducted during the summer in Corpus Christi, the Rio Grande Valley and Eagle Pass.

2013 Progress

- In April 2013, UT Medicine and Texas Public Radio provided a free public event to spotlight programs and services for San Antonio seniors and their caregivers. Faculty from the Barshop Institute for Longevity and Aging Studies presented on nutrition, Alzheimer's and healthy aging. Also, there were on-site demonstrations for fitness and at-home care.
- South Texas Education and Research (STEER) conducted a building environmental awareness session, sponsored by the EPA, for teachers and parents in Webb County. The session was attended by 214 Head Start employees and 346 parents.
- In Laredo, 21 promotoras (lay Hispanic/Latino community members) were trained on reducing prenatal and childhood environmental risks among families in South Texas and North Tamaulipas. Each member is then projected to teach a minimum of 10 families or 210 individuals. This training was sponsored by the Border Environment Cooperation Commission (BECC).
- In Harlingen, several educational sessions were presented to the community, including: asthma informative sessions presented to 30 promotoras; household hazardous product presentation to 16 promotoras; sponsored autism walk, including training and public health outreach tools on the evaluation of childhood developmental milestones and warning signs of autism; and, various talks were presented to elementary and secondary school students.

Strategy 2: Identify health problems deemed mutually important to the community and institution; work together to create sustainable interventions that can be evaluated.

2015 Progress

- The regional campus in Laredo hosted a community event on Diabetes and Obesity in South Texas. The project seeks to address the increased prevalence of diabetes and obesity in Laredo by identifying risk factors in the population and designing intervention programs. Dozens of residents participated in the program.
- The eighth annual Community Service Learning Conference was held and focused on “positive deviance”. “Positive deviance” is a tool that is used in public health projects so individuals can find solutions for their

Community Engagement

community problems and issues. Approximately 400 people attended the 2015 conference.

- The School of Nursing continues to expand their commitments to the AVANCE and Healy-Murphy community clinics by providing behavioral health services. Two additional AVANCE sites at Fenley Elementary and in the City of Uvalde were added in 2015.

2014 Progress

- A Military Health Institute (MHI) was established at the Health Science Center that will focus on leading innovative medical research, health education and health care that enhances and nurtures military collaborations aimed at improving the health and well-being of military personnel and veterans throughout our community, state and nation.

2013 Progress

- Joint community advisory board, the Alliance, has been meeting monthly to develop community-based initiatives to advance health in South Texas communities.

Strategy 3: Inspire science literacy and community awareness in the community and South Texas region.

2015 Progress

- The Voelcker Biomedical Research Academy received \$675,000 from the Voelcker Fund to extend the academy for three more years. The program was established to encourage high school students to pursue scientific, technological, engineering and mathematics (STEM) careers. The intensive three-year biomedical research program is available to outstanding San Antonio area high school students. This summer the academy graduated its fifth group of alumni.
- The Baptist Health Foundation of San Antonio awarded more than \$350,000 to the Health Science Center to support student community service learning initiatives and scholarships. The purpose of the awards is to enhance education through community service learning projects.
- Forty-nine faculty, five post-doctoral trainees and 37 graduate students in the Graduate School of Biomedical Sciences were recruited to participate in community outreach programs and projects including, summer pipeline programs, Doctor's Day, Science Expo, Science Nights, Big Brothers Big Sisters, the BEAT program and science fairs. Also, a shadow program was developed with Health Careers High School, and a science café on science and entrepreneurship was organized with St. Mary's University.
- The Graduate School of Biomedical Sciences conducted several science demonstrations in K-12 settings in coordination with school districts in South Texas.
- Over 75 elementary and middle school students in Cameron County learned how the environment plays a key role

in their health through hands-on activities. The event was sponsored by the STEER program.

2014 Progress

- The Health Science Center hosted nearly 500 high school and college students who studied science and conducted research during the Summer of 2014. One of the many programs offered included the Voelcker Biomedical Research Academy which provides area high school students a unique research experience and an educational pipeline to biosciences careers.
- An estimated 300 high school students from more than 30 schools in the Rio Grande Valley participated in the Health Professions Summit in Weslaco. Students gained hands-on experiences with faculty and students from the Schools of Health Professions, Dentistry, Nursing and Medicine.
- Approximately 70 faculty, post-doctoral trainees and graduate students have been recruited to participate in community outreach programs including summer pipeline programs, Doctor's Day, Science Expo and science fairs. Also, 10 graduate students have been recruited to teach and encourage careers in biomedical sciences in both elementary and secondary schools in the community.
- The Hispanic Center of Excellence – Dentistry had several activities that focused on the recruitment of students into the dental profession to include programs to facilitate development in leadership, clinical preceptorships, and mentoring by dentists in the South Texas region and Health Science Center faculty. The programs include Building Our Leaders in Dentistry (BOLD) which is a program for high school level students; Dental Early Admission Program (DEAP), a program for pre-dental college level students; the South Texas High School Recruitment Network; and, workshops at the Science Teachers' Institute in San Antonio and other South Texas communities.
- Forty-one graduate students and six post-doctoral trainees have been recruited to mentor, teach and tutor students identified in pipeline programs.
- Approximately 15 students in the Graduate School of Biomedical Sciences participated in a new outreach event, TeenMOB, designed to develop relationships with local high school and middle school teachers. Together they developed activities to increase student engagement in scientific inquiry.
- The Cancer Therapy & Research Center's (CTRC) Institute for Drug Development graduated its first class of five interns (high school and college students). The internship exposed students to clinical care activities and integration with research programs.
- The Department of Cellular and Structural Biology hosted three undergraduate students from The University of Texas at San Antonio (UTSA) and The University of Texas at Dallas (UTD) in a new "Human Anatomy Summer Workshop for Professional Students" to inspire future health care providers with an introduction to basic human anatomy with hands-on experience.
- Nursing students organized a community service learning program titled "Super Scientists and Math Magicians" for a Title 1 school in medically underserved Medina County. The program introduced the elementary students to

Community Engagement

Health Science Center role models and careers in health, science and math.

2013 Progress

- Outreach efforts made by the Graduate School of Biomedical Sciences in 2013 included: meeting with 20 pre-doctoral students in graduate education at The University of Texas Pan American (UTPA) during a Graduate and Professional School Fair; meeting with high school students in San Antonio and the Lower Rio Grande Valley during a Science Expo; and, participating in the following educational projects: Exxon Mobile Science Fair, Doctor's Day, Biomed San Antonio and the Voelcker Academy.
- The Graduate School of Biomedical Sciences has recruited 38 graduate students to mentor, teach or tutor students identified in the pipeline and summer programs. Also, 13 faculty and 31 graduate and post-doctoral fellows have expressed interest in developing online and other outreach programs for K-12 students.
- Four graduate students have been recruited to teach and encourage careers in biomedical sciences in both elementary and secondary schools in the community.
- South Texas Environmental Education and Research (STEER) provided environmental and public health education and demonstrations at the annual H.O.P.E. (Health Occupations Planning Exposition). Over 500 junior and high school students from Laredo and the surrounding areas attended.

Strategy 4: Develop clinical teams and train students to meet the needs of the community.

2015 Progress

- Dental and dental hygiene students provided oral screenings, fluoride treatments and dental sealants for more than 720 second-graders from the Edgewood Independent School District. This large-scale community service project provides an oral education opportunity for students while providing service to an underserved group of children.
- The School of Dentistry maintained approximately 62 extramural training clinical days for students through rotation schedules at sites in the Lower Rio Grande Valley, Laredo and clinics in San Antonio.
- The School of Medicine students volunteered at student-run free clinics at: Alpha Home, San Antonio Metropolitan Ministries, Haven for Hope CentroMed, the Refugee Health Clinic, the Travis Park Dermatology Clinic, the Mobile Eye Clinic and Frontera de Salud (in San Antonio, Laredo and Corpus Christi).
- Through the STEER program, approximately 350 individuals attended a health fair where students conducted health evaluations and assessments in the City of Brownsville.
- The School of Nursing added the San Antonio Refugee Health Clinic as an additional site for expansion of services and opportunities to expose students to health care. Over 500 refugees and their families seek health care and education in the clinic.

Community Engagement

- A community service learning program organized by the Center for Medical Humanities & Ethics educates students on how to provide community service in response to community-identified needs, and encourages them to think about their responsibilities as citizens and health professionals. The program includes participation from approximately 1,500 students and 19,000 service hours.

2014 Progress

- Health Science Center students participate in a network of five student-run free clinics organized by the Center for Medical Humanities & Ethics. Under the guidance of faculty mentors, students at these clinics provide free primary care, education and referrals to San Antonio residents facing homelessness, addiction and other challenges.
- The Frontera de Salud student organization continues to offer primary care, screening and education at sites along the Texas-Mexico border, notably in *colonias*, which often lack basic infrastructure, as well as sites in San Antonio.
- A series, “Build your CSL Toolkit”, prepares students for community service leaning projects, as well as their future work in communities. Topics range from principles of health screenings to how to conduct an assessment to determine a community’s needs. The sessions are also open to faculty, staff and anyone interested in participating.
- The School of Dentistry maintained approximately 62 extramural training clinical days for students through rotation schedules at sites in the Lower Rio Grande Valley, Laredo and clinics in San Antonio. Students and faculty provided more than 31,600 patient visits in San Antonio/Bexar County affiliated sites, and more than 12,000 patient visits in South Texas affiliated sites.
- The School of Nursing faculty and students partnered with the Alamo Area Council of Governments (AACOG) and other agencies to educate older adults, through senior centers, to prevent heat injury during dangerously high temperatures.
- The Department of Physical Therapy students held a senior health fair and presented on various health care topics. The students also screened approximately 90 seniors.
- The School of Medicine students volunteered at student-run free clinics at: Alpha Home, San Antonio Metropolitan Ministries, Haven for Hope, Centromed, the Refugee Health Clinic, the Travis Park Dermatology Clinic, the Mobile Eye Clinic and Frontera de Salud (in San Antonio, Laredo and Corpus Christi). The patient care approach to these underserved patients in many of the clinics involves an interprofessional approach.

2013 Progress

- The School of Dentistry has maintained approximately 60 extramural training clinical days for students through rotation schedules at sites in the Lower Rio Grande Valley, Laredo, and clinics in San Antonio.
- The Center for Medical Humanities and Ethics provided outreach trips for students to South America, Haiti and Ethiopia.

Strategy 5: Broaden community organization partnerships across settings and developmental groups.

2015 Progress

- The Health Science Center received approximately \$850,000 from Methodist Healthcare Ministries to support innovative primary care behavioral health care services in South Texas, and to prepare young physicians to think about the health of tomorrow as an integrated, interprofessional endeavor.
- UT Nursing Clinical Enterprise and AVANCE-San Antonio opened a new nurse-led clinic that will offer preventive screenings and primary health care to over 800 children enrolled in the Head Start program in the Harlandale Independent School District. The School of Nursing received a \$600,000 grant from the Hillman Foundation to help support the expansion of the nurse-led clinical enterprise.
- The Health Science Center was once again on the U.S. President's Higher Education Community Service Honor Roll. The honor roll, which is the highest federal recognition an institution can receive, recognizes institutions of higher education that support exemplary community service programs and raise visibility of effective practices through campus community partnerships.
- A faculty member in the School of Nursing was appointed to the Texas Team Rural Health Task Force. The faculty member was also invited to speak at regional and state-wide meetings.

2014 Progress

- The community service learning programs have attracted more than 60 community partners representing a variety of public, non-profit and other organizations dedicated to a wide range of issues. The Center for Medical Humanities & Ethics, in partnership with the Office of Institutional Advancement, maintains an active Advisory Council of nearly three dozen community leaders from a wide variety of professions and backgrounds.
- The School of Nursing provides annual screenings in partnership with Border Health in Del Rio, Texas, where hundreds of community members receive health screenings.
- The School of Nursing's Leadership San Antonio classes educated 50 community leaders on topics, such as health care, quality of life, education, natural resources, politics and government, and the military.
- Emergency Health Services in the School of Health Professions developed the 11th Flight Medic Training course with the U.S. Army and is in year three of a five-year contract. Six courses are planned in 2015.
- As an American Heart Association Training Center, Emergency Health Services in the School of Health Professions trained nearly 10,000 medical personnel throughout Texas in CPR, ACLS and PALS.
- A faculty member in the Department of Family & Community Medicine was installed as the President of the Bexar County Medical Society. The Society strives to unite and empower physicians to improve the health of Bexar County residents.

Community Engagement

- A faculty member in the School of Nursing was appointed to a second term as a commissioner to the Medicaid and CHIP Payment and Access Commission. The Commission is a non-partisan, federal agency charged with providing policy and data analysis to Congress on Medicaid and CHIP, access to care and quality of care.
- A faculty member was appointed to the Advisory Committee on Minority Health which is overseen by the Office of Minority Health at the U.S. Department of Health and Human Services. The Committee advises the U.S. Deputy Assistant Secretary for Minority Health on improving the health of racial and ethnic minority populations.
- A faculty member in the Department of Psychiatry received the 2014 Roy Maas Humanitarian Award which recognizes lifetime service and work for children cared for at the Roy Maas' Youth Alternatives (RMYA). RMYA is a private, non-profit organization that provides counseling and shelter for abused, neglected, abandoned and homeless children and youth.
- A faculty member was awarded the national 2014 "Regional Mujer Award" from the National Hispana Leadership Institute in recognition of leadership and the desire to continue paving the path for Latinas.
- The Dean of the School of Nursing was elected as president of the American Association of Colleges of Nursing.

2013 Progress

- The School of Nursing has expanded services at some community clinics from one day/week to five days/week; and, is in the process of developing a senior house calls program.

Goal 2

Continue to promote plans to secure federal, state and community endorsement for funding institutional priorities.

Strategy 1: Effectively represent, promote, coordinate, and enhance the funding and legislative policy priorities of the Health Science Center before the federal, state, local and county governments, and other entities that support our funding priorities.

2015 Progress

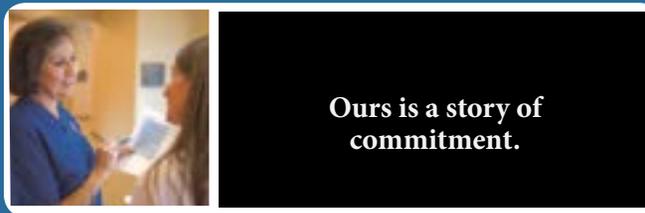
- Throughout fiscal year 2015, the Office of Governmental Relations continued to advocate and promote the priorities of the Health Science Center with various constituents, including federal, state, city and local governments, and various other entities.
- During the 84th Legislative Session (2016 – 2017 biennium), the Office of Governmental Relations arranged meetings with elected officials to brief them on the funding priorities of the Health Science Center. As a result of the session, the Health Science Center received the following: \$80.0 million in tuition revenue bonds (TRB) for recapitalization and renovation, \$5.4 million in additional formula funding, \$4.0 million for the San Antonio Life Sciences initiative, \$4.0 million of additional funding for the Barshop Institute for Longevity and Aging Studies and \$7.3 million in Graduate Medical Education funding.

2014 Progress

- Throughout fiscal year 2014, the Office of Governmental Relations continued to advocate and promote the priorities of the Health Science Center with various constituents, including state, city and county governments, and various other entities.
- In preparation for the 84th Legislative Session (2016-2017 biennium), each Vice President and Dean completed a University of Texas System template or “Issue Paper” for any requested special funding item, including any programmatic changes. Once approved by The University of Texas System, the Office of Governmental Relations will begin the process of educating and advocating local entities (cities and counties) to endorse the Health Science Center’s initiatives.

2013 Progress

- The Health Science Center continued to advocate and promote the priorities of the Health Science Center with federal, state, city and county governments, and other entities that support our funding priorities.
- During the 83rd Legislative Session, the Health Science Center was successful in increasing the 2014-2015 general appropriations by \$19.6 million in the following areas: \$5.0 million increase in formula funding; \$551,000 for graduate medical education; \$10.0 million for the Regional Academic Health Center; and, \$4.0 million to establish a Translational Aging Research Program within the Barshop Institute of Aging and Longevity.
- Advocated with the Health Science Center’s congressional delegation in collaboration with The University of Texas System, Office of Federal Relations, and the various national associations in support of academic health centers to promote federal funding for the National Institutes of Health (NIH) and the Health Resources and Services Administration (HRSA) and other federal agencies in order for our faculty to be competitive in research grant opportunities.



Organizational Effectiveness

Progress Reports
FISCAL YEARS 2013 - 2015

Goal 1

Create an effective and efficient organizational structure and governance model that supports collaboration and drives changes while fostering trust, enhancing communication and cooperation.

Strategy 1: Conduct external reviews of the institution's organizational, operational and administrative structures to strengthen the organization's structure and to support collaboration.

CHANCELLOR'S FRAMEWORK: Conduct external reviews of institution's organizational structure.

2015 - Completed

- Two gallery walks were conducted during fiscal year 2015 to showcase the accomplishments of the Institutional Sustainability Task Force's four sub-groups on enhancing and strengthening the institution's organizational, operational and administrative structures.
- The administrative/operations sub-group worked with a broad constituency to develop an inventory of current and unmet training needs and developed a strategy for new business training and job aids. An information systems resource guide was developed that documents key information systems utilized by the university, and a new interface with the institution's travel agency was implemented to streamline and reduce the costs of making travel arrangements. In addition, the ACE security application was enhanced to make the process more efficient, and a SharePoint site was developed for "Business Affairs eForms" which will streamline and automate several paper-based transactions. The first eForm developed was the prior approval form. Phases I and II of the PeopleSoft financials upgrade were completed, and Phase III is in progress which will include new functionality for automating local/state voucher forms.

In addition, the School of Medicine developed an electronic workflow for the faculty recruitment process. Cycle time for the new electronic faculty recruitment process now averages just two days as compared to two weeks when the process was completely manual.

Various other projects are in progress, including a new self-service application for payment requests, development of trainings, automation of the faculty appointment process, and developing an administrative interface for prior approvals for outside activities.

- The clinical sub-group continues to implement the *Patients First* initiative at clinical sites to identify opportunities for enhancing provider and staff efficiencies and improving patient access to care. During fiscal year 2015, nine clinics were reviewed which brings the total reviews to 17 clinics. Four additional clinics are currently under review. To date, 133 providers have completed the initiative and 87 scheduling templates have been enhanced to increase patient access to care. Patient visits increased by approximately 20,000 and collections increased by \$8.0 million over fiscal year 2014. In addition, external referrals increased 8.9% and internal referrals 14.9% over fiscal year 2014.
- The education sub-group was successful after the external peer review of the institution's ongoing compliance with regional accreditation requirements in its fifth-year interim report, and a Quality Enhancement Plan (QEP) Steering Committee was established and is actively engaged in soliciting input on institution-wide academic projects. Academic program level outcomes have been established which included an annual formal assessment of both program and student learning outcomes; and, an experimental lab space was established to provide an innovative environment for exposing faculty to new technology and learning techniques. In addition, electronic

Organizational Effectiveness

solutions were implemented to align the documentation of faculty effort between the academic departments and reports submitted to the Texas Higher Education Coordinating Board.

- The research sub-group has successfully defined and reorganized the research enterprise structure; a new Vice President for Research was recruited; a Research Strategic Advisory Council was appointed and is actively meeting; success is being recognized through the *GrantSeekers* program for grant awards; and, as a result of the faculty performance review process being revamped, research and productivity expectations have been communicated and enhanced. State salary savings of \$6.9 million funding researchers' salaries were freed up between 2013 and 2014 for the schools and departments to reinvest in research strategic initiatives.

2014 Progress

- The final report of the Institutional Sustainability Task Force was issued in January 2014. The Task Force made 19 recommendations for enhancing and strengthening the institution's organizational, operational and administrative structures.
- Four sub-groups, administration/operations, clinical, education and research were appointed to address the recommendations.
- The administration/operations sub-group studied various models and approaches taken by more than 30 colleges and universities for centralizing staff and reducing inefficiencies, and decided to focus on possible solutions to identify process issues and root causes for internal staffing variations and to centralize staff for select positions.
- The clinical sub-group started an initiative called *Patients First* which focuses on identifying opportunities at clinical sites for enhancing provider and staff efficiency, and improving the patient experience. The initiative so far has resulted in optimizing, at eight clinical sites, annual patient capacity ranging from 17% to 32%, or approximately 19,139 patient visits. The projected additional collections are \$2.7 million if the additional capacity is filled. To date, 70 providers have completed the initiative and 68 scheduling templates have been enhanced. Evaluations are in process at the other 14 clinical sites.
- The education sub-group has instituted student learning outcomes with annual performance targets and benchmarks for all academic degree programs; all programs were reviewed for faculty-to-student ratios; and, mechanisms have been developed to recognize faculty for outstanding teaching and student support.
- The research sub-group provided recommendations to the President's Office on the structure of the research enterprise and research responsibilities for key positions. Also, a Research Strategic Advisory Council was appointed.

2013 Progress

- The Health Science Center, in coordination with The University of Texas System, has engaged a consulting firm to conduct a review of the institution's organizational, operational and administrative structures. The review would begin in fiscal year 2014.

Organizational Effectiveness

- The Office of the President also formed an Institutional Sustainability Task Force consisting of faculty, staff and administration to evaluate the effectiveness and efficiency of the institution. The objectives of the Task Force are to study opportunities in all schools, departments and areas within the Health Science Center that will allow the institution to sustain and flourish our current missions. The consulting firm will work with members of the Task Force.

Strategy 2: Review and strengthen plans to provide for holistic external reviews of each school.

CHANCELLOR'S FRAMEWORK: Review and strengthen plans to provide for holistic external reviews of each school similar to organized research unit reviews as provided in Regents' Rule 40602.

2014 - Completed

- As part of the Institutional Sustainability Task Force project, an external consultant was hired to work concurrently with the Task Force. The external consultants interviewed each of the Deans of the schools and also met with approximately 300 faculty and staff to assist in developing a plan to strengthen the Health Science Center's effectiveness and efficiencies.
- The Schools of Dentistry, Medicine and Nursing were reaccredited in fiscal year 2014 or in prior years by their accrediting organizations which included a comprehensive review of the schools. The School of Health Professions, as a whole, does not have an accrediting organization; however, some of their programs are individually accredited. The Graduate School of Biomedical Sciences does not have an accrediting organization, but was included in the external consultant's review.
 - School of Dentistry reaccredited in February 2012 by the Commission on Dental Accreditation (CODA).
 - School of Medicine reaccredited in October 2013 by the Liaison Committee on Medical Education (LCME).
 - School of Nursing reaccredited in February 2011 by the Commission on Collegiate Nursing Education (CCNE).
 - School of Nursing reaccredited in February 2011 by the Commission on Collegiate Nursing Education (CCNE).

2013 Progress

- As part of the engagement described in Strategy 1 above, the consulting firm will also be requested to evaluate the organizational and administrative structures of each of the five schools.

Strategy 3: Create a long-term strategy for implementing The University of Texas System-wide shared operational systems.

CHANCELLOR'S FRAMEWORK: Continue to define and implement UT System shared services initiatives.

2015 Progress

- The Office of Business Affairs is participating with other University of Texas health institutions and The University of Texas System Supply Chain Alliance to select a comprehensive spend analytics automated solution and to identify eCommerce applications to further reduce supply chain costs and to enhance efficiencies.
- iLab Solutions, a core management software is in the process of being implemented. This project was initiated by the Texas Regional CTSA Consortium (TRCC) and is funded by The University of Texas System to create a System-wide core facilities network. The software functionality includes core facility request management; equipment reservation and usage tracking; project tracking; billing and invoicing; and, business intelligence reporting. Also, this software tool is expected to reduce costs and will improve investigator's access to shared resources at other institutions participating in the UT network. The software is being implemented in three phases. The first two phases were completed and the final phase is scheduled to be completed in October 2015.

2014 Progress

- The University of Texas System awarded the "Procure to Pay" to a vendor and the Health Science Center has been actively engaged in planning for implementation.
- The Health Science Center implemented the payment solution for vendors to be paid by credit card utilizing a University of Texas System contract. To date, 128 vendors are now paid by credit card.

2013 Progress

- The Health Science Center will be utilizing The University of Texas System-wide negotiated travel contract awarded on May 15, 2013 which is expected to generate a 15 percent savings system-wide in travel agency fees.
- The Health Science Center is part of an implementation of a clinical trials management system along with three other University of Texas System health institutions. Phase 1 of the implementation was completed at the Cancer Therapy & Research Center (CTRC).
- The Health Science Center is actively engaged in the current System-wide "Procure to Pay Managed Services" engagement. An award is expected by the end of calendar year 2013.

Strategy 4: Develop criteria to assess and improve academic, research, and administrative space utilization and strategies, including productivity indices, and review of space utilization policies.

CHANCELLOR'S FRAMEWORK: Develop criteria to assess and improve academic, research and administrative space utilization and strategies, including productivity indices, and review of space utilization policies. (See also Health Care – Goal 1, Strategy 2 and Organizational Effectiveness – Goal 1, Strategy 6 and Goal 5, Strategy 4)

2015 - Completed

- Revisions to the research space allocation policy was approved in February 2015. The policy establishes metrics for assignable square footage, underutilized space, and procedures for requests of new research space.
- Annual evaluations of chairs and center/institute directors by their respective deans will include the effectiveness in utilization of space based on a Research Space Productivity Index (RSPI) which measures fiscal year total awards divided by assignable square feet of wet bench research space.
- The Board of Regents approved the acquisition of a building in the Medical Center to add an additional 100,000 square feet of space to accommodate administrative staff which will generate a cost savings of approximately \$2.0 million a year from current space leases.

2014 Progress

- The space management system was upgraded to improve the accuracy and timeliness of classroom and laboratory utilization reporting.
- A streamlined, standardized classroom schedule request form has been developed and will be rolled out to the schools for the academic year 2015 scheduling.
- The Office of Facility Space Planning & Real Estate is working with the Vice President for Research to update the “Research Space Policy” which will include a research space productivity index based on current awards and expenditures.
- The Health Science Center is developing a plan to repurpose space from the School of Dentistry when the dental clinical activities are moved to the Center for Oral Health Care and Research. The plan includes bringing all student functions and leased property activities back to the main campus.

2013 Progress

- The *Handbook of Operating Procedures* policy on space utilization was updated in August 2012. The revised policy indicates only one office per position, and part-time faculty and staff must share space.
- The Office of Facility Space Planning & Real Estate is in the process of integrating the Student Services’ new

software, CourseLeaf, and the scheduling software, R25, to streamline class scheduling and utilization. This system will reduce the requirement for duplicate reporting and the additional redundancies.

Strategy 5: Evaluate administrative processes, policies and practices for efficiencies to enhance administrative processes, policies and practices.

2015 Progress

- Enterprise Analytics, a precursor to Oracle Business Intelligence Enterprise Education (OBIEE), is currently under development and will provide a solution to access transaction information for ad-hoc reporting, and will integrate data from Hyperion Planning to facilitate management financial analyses and will enhance the account reconciliation process. The tool will be deployed institution-wide in early 2016.
- Several other enhancements were made to the Hyperion Planning application to enhance workflow and to add features for the departments to make budget projections.
- Smart View, a comprehensive tool for accessing and integrating data, was implemented to allow Hyperion users to view, analyze, distribute, and share data retrieved from the system. Smart View provides more flexibility to efficiently analyze financial performance, and enhance access to budget data and reporting to executive leadership and the budget office.
- By participating in The University of Texas Digital System Library (UTSDL) for subscriptions to electronic journals and databases licensed by the UTSDL, the Health Science Center had a cost avoidance of approximately \$9.0 million in fiscal year 2015 based on publisher list prices.

2014 Progress

- As part of the Institutional Sustainability Task Force sub-group on administration/operations, the group is in the process of evaluating current processes and practices. The sub-group studied various models and approaches taken by more than 30 colleges and universities for centralizing staff and reducing inefficiencies, and decided to focus on possible solutions to identify process issues and root causes for internal staffing variations and to centralize staff for select positions.
- New business processes have been implemented in 2014 to enhance efficiencies. Some of the projects completed during the year included: implementing the MARC central store inventory module; completing the asset management barcoding project; implementing the participant studies Clinocard payment system; expanding vendor participation to 1,030 vendors for ACH payment; and, 128 vendors are now paid by credit card.

Organizational Effectiveness

Strategy 6: Develop dashboard tools to assist management with defining and monitoring key accountability metrics in order to proactively improve operations, performance, and decision making processes.

CHANCELLOR'S FRAMEWORK: Develop criteria to assess and improve academic, research and administrative space utilization and strategies, including productivity indices, and review of space utilization policies. (See also Health Care – Goal 1, Strategy 2 and Organizational Effectiveness – Goal 1, Strategy 4 and Goal 5, Strategy 4)

2015 Progress

- The technology solution for this strategy is being evaluated.

2014 Progress

- The technology solution for this strategy has been postponed until fiscal year 2015 due to other technology priorities and investments.

2013 Progress

- A Dashboard Task Force was formed in November 2012. The Task Force has created dashboards for education, health care, finance and business operations and is successfully reporting key measurements.

Strategy 7: Engage a consultant to evaluate the appropriate staffing levels and benchmarking metrics for development personnel performance.

2014 - Completed

- An external consultant reviewed the operations of the Office of Institutional Advancement and made recommendations on staffing levels and benchmarking metrics for development personnel performance.

2013 Progress

- A consulting firm will be engaged to conduct a review the Office of Institutional Advancement staffing levels and benchmarking metrics for performance in fiscal year 2014.

Goal 2

Cultivate a culture that will attract and maintain the most engaged people committed to achieving the mission of the institution through individual effort and teamwork.

Strategy 1: Enhance compensation strategies for faculty and administrators to reward and incentivize performance.

CHANCELLOR'S FRAMEWORK: Enhance compensation strategies for faculty and administrators to reward and incentivize performance. (See also Education - Goal 4, Strategy 2 and Health Care - Goal 1, Strategy 3)

2015 - Completed

- The revised faculty compensation plan has been approved by the President and The University of Texas System. An Institutional Faculty Compensation Advisory Committee made recommendations to the Faculty Senate and the President on the plan.
- Human Resources continues to evaluate the survey process for market rates utilizing MarketPay. Also, high-need job families continue to be evaluated along with analyzing market adjustments for specific job families.
- The School of Health Professions implemented a faculty incentive plan that promotes research and scholarship productivity and student satisfaction.

2014 Progress

- An institutional Faculty Compensation Advisory Committee was appointed and has recommended revisions to the institutional XYZ faculty compensation plan. The recommendations have been submitted to the President.
- The Health Science Center now has the capability to provide updated compensation market analyses that are specific to job function, regional/national in scope and include both base salary and incentive compensation benchmark data for total direct compensation agreements through the implementation of MarketPay.

2013 Progress

- A software-based system was implemented, MarketPay, which includes applications for expanded market compensation survey reviews for academic, clinical and research staff positions. System implementation includes greater incentive and total direct compensation data.
- The Deans' offices have developed standards and expectations that have been incorporated into the XYZ plans and that are linked to performance evaluations.

Organizational Effectiveness

Strategy 2: Strengthen the performance management process through enhancing annual performance evaluations that better define performance expectations, levels and participation; enhance and standardize performance evaluations for faculty, administrators and staff.

CHANCELLOR'S FRAMEWORK: Ensure that annual performance evaluations are strengthened to better define performance levels and are completed for all employees (faculty, administrators and staff). (See also Education - Goal 4, Strategy 3)

2015 Progress

- Phase II of a new performance management system called Goal & Performance System (GPS), is underway. GPS transforms performance reviews from an annual event to an ongoing process throughout the year. The system requires that supervisors and their employees work collaboratively on goals to encourage excellence. Training was also available on the GPS functionality. GPS will be fully implemented by fiscal year 2017.
- The Research Strategic Advisory Council made recommendations to the Vice President for Academic, Faculty and Student Affairs regarding research faculty performance evaluations. The Council found that the current evaluation forms had different formats, ranging from streamlined to very elaborate performance rating scales. The Council recommended the format of the evaluations be at the discretion of the chair or designated reviewer, however, evaluations should at least include the following minimal requirements: 1) grant funding, 2) publications, 3) collaborations, 4) career development of trainees and junior faculty and 5) academic responsibilities (teaching, research activities and service). The performance reviews are to be completed on an annual basis.

2014 Progress

- A cloud-based performance appraisal system is being piloted with the administrative functions to provide online goal setting and measurement capabilities. Phase I of implementation is scheduled for completion in fiscal year 2015.
- A key contributor incentive program is in design. A pilot program is proposed for the upcoming fiscal year with goals established by key contributors to the Health Science Center's strategic initiatives. The program will be presented to the President in October 2014.
- Annual certification and capturing of performance evaluations continues, and all performance evaluations on staff were completed for the fiscal year.

2013 Progress

- A consultant was hired to review and provide recommendations for enhancing the current performance management environment, and the system and performance evaluation tools. The second phase of the project will be to implement a cloud-based performance appraisal system, to include goal setting and appraisal. A contract has been signed and the platform for future evaluations will be implemented in the next fiscal year.

Organizational Effectiveness

- At the end of fiscal year 2013, 100% of the staff performance evaluations were completed.
- With the new performance management system, project planning is underway with the Deans to pilot a program to also meet the needs for faculty evaluations.

Strategy 3: Improve post-tenure review to better differentiate performance levels and enhance excellence.

CHANCELLOR'S FRAMEWORK: Revise policies on post-tenure review to better differentiate performance levels and enhance excellence.

2015 Progress

- An ad-hoc committee was appointed by the President to review the current operating policies and procedures of the promotion and tenure process, and to assess whether the existing practices of the Health Science Center needed to be revised. The ad-hoc committee researched differing models used within The University of Texas System and national best practices in an academic health center environment. A faculty survey was launched to gain stakeholders' perception of the promotion and tenure processes, and discussions were also held with the Faculty Senate. Recommendations will be made to the President in fiscal year 2016, with a target to implement changes in fiscal year 2017.

2014 Progress

- The certification process has been formalized between the Deans and the faculty.

2013 Progress

- Revisions were made to the post-tenure review policy, and were reviewed and approved by the Deans' Council, Faculty Senate, Executive Committee and The University of Texas System.
- The annual faculty review process is under review and being considered for revisions by the Deans' Council. Also, internal discussions are in process to formalize the certification process between department chairs and the Deans to ensure all faculty have had an annual review.
- Promotion and tenure workshops were developed in collaboration with the Faculty Senate and the Promotion & Tenure Committee (PTAC). School-specific workshops were implemented so information for the faculty is pertinent to their School.

Organizational Effectiveness

Strategy 4: Develop or strengthen strategies that assure a rigorous selection and appointment process to recruit outstanding vice presidents, deans, and department chairs.

CHANCELLOR'S FRAMEWORK: Develop or strengthen strategies that assure a rigorous selection and appointment process to recruit outstanding department chairs.

2015 Progress

- The School of Medicine developed an electronic workflow for the faculty recruitment process. Cycle time for the new electronic faculty recruitment process now averages just two days as compared to two weeks when the process was completely manual.
- A project to automate the faculty appointment process is in progress.

2014 Progress

- The School of Medicine is working with engineering colleagues at The University of Texas at San Antonio (UTSA) to evaluate revisions to the faculty recruitment process.
- Human Resources has implemented the LinkedIn tool and web-based approaches for enhanced search capabilities for qualified candidates.
- A key contributor incentive program is in design. Goals established by key contributors to the Health Science Center's strategic initiatives will be incentivized which will enhance compensation packages. The program will be presented to the President in October 2014.

2013 Progress

- Human Resources has provided support for faculty recruitment on an as-needed basis. The Vice President for Academic, Faculty and Student Affairs is working with the Deans' Council to explore any needed enhancements to the process.
- The Executive Director for Academic, Faculty & Student Ombudsman who reviews faculty recruitment packages was realigned under the Office of the Vice President for Academic, Faculty and Student Affairs.

Strategy 5: Develop a leadership development program for chairs, faculty and staff to promote career advancement and professional growth and development.

2015 Progress

- The Healthcare and Administrative Leadership Development Program (HALDP) was offered to the first cohort in fiscal year 2015. The program is intended for leaders of an academic unit or department and provides specific and focused professional development in the area of health care administration at the Health Science Center.

Organizational Effectiveness

- The Leadership Education and Development Institute (LEAD) program will be offered again in fiscal year 2016. This program is intended for aspiring leaders and/or supervisors. The program provides tools for solving common management issues that supervisors confront, as well as a strategic overview of managing and leading at the Health Science Center.

2014 Progress

- Forty-three faculty and staff members completed the “Along the Leader’s Path” training program that is an 11-session series that introduces the basics of leadership and management theory, and assists participants to apply theory to their work to become successful leaders.
- The Healthcare and Administration Leadership Development Program (HALDP) design is complete, and the first cohort is scheduled for October 2014.
- The Leadership Education and Development Institute (LEAD) program is being enhanced and the project design will be reviewed and approved in fiscal year 2015.

2013 Progress

- A Professional Development Committee was established in 2013. The membership is composed of a cross-sectional of institutional leaders.
- Discussions are underway with Trinity University to develop a leadership development program that mirrors the Master of Health Science (MHS) degree program.
- Content design is underway for a mid-level management development training; and, content review is underway for the senior leadership development program.

Strategy 6: Make strategic investments in key development personnel and operations to increase private revenue to provide high quality professional development officers, when needed, through the *Renewal of Strength in Numbers* philanthropy initiative.

CHANCELLOR’S FRAMEWORK: *Renewal of Strength in Numbers* initiative to make strategic investments in key development personnel and operations to increase private revenue, including to support and provide high quality professional development officers.

2014 - Completed

- This was the final year for the *Renewal of Strength in Numbers*. The program was not renewed by the Board of Regents. The Office of Institutional Advancement will continue to invest in strategies to retain and develop key directors and teams to advance philanthropy.

Organizational Effectiveness

- In 2014, \$57.3 million was received from cash, pledges, in-kind and testamentary giving.
- The President's Office invested in funding for a new Senior Director for Major Gifts. The recruitment is underway.

2013 Progress

- As a result of the *Strength in Numbers* grant investment, 3.25 positions were filled which included a Director of Development, Director of Web Relations, Development Assistant for Alumni Relations and Annual Giving, and enhanced time for a development writer.
- To complement the *Strength in Numbers* and its key goal of enhancing philanthropy capacity, the Office of Institutional Advancement also undertook the restructuring of four senior positions so the focus was on marketing and alumni relations; annual giving, gift planning and advancement services; a Senior Director of Development with a focus on major gifts; and, an Assistant Vice President for Advancement.

Goal 3

Strengthen ongoing institutional communications endeavors that showcase to audiences, local to international, the pre-eminent brand, program excellence and achievements of the UT Health Science Center by developing a comprehensive communications and marketing plan.

Strategy 1: Establish an institutional communications and marketing task force to develop and coordinate a communications and marketing plan for all Health Science Center components, based on appropriate and current marketing research, that supports student enrollment, patient volumes, recruitment of faculty and staff, increased research and philanthropic funding, and public involvement.

2015 Progress

- The Health Science Center launched its first-ever institutional awareness advertising campaign in January 2015 in order to strengthen the reputation and identity of the university. The general awareness, reputational advertising campaign launched with print ads in performing arts brochures, outdoor billboards and other digital bulletins across the City. The messaging promoted the mission of the Health Science Center. Also, thirty-second television spots aired during news-oriented times, and fifteen-second online ads appeared on various websites.
- As part of the general awareness advertising campaign, the URL to the Health Science Center's home page was change to WeMakeLivesBetter.com for better recognition and navigation of the website.
- In fiscal year 2015, a complete rearchitecture of social media occurred to enhance communication within the Health Science Center communities.
- The WebLife team continues to enhance the existing web pages on the Health Science Center's website. In fiscal year 2015, the websites for the Cancer Therapy and Research Center (CTRC), University Police, the School of Health Professions and the UT Dentistry Research were redesigned. This project will continue over the next few years.
- In March 2015, a new Chief Marketing Officer was hired. The Chief Marketing Officer is in the process of developing a strategic marketing plan and gathering baseline data for the Health Science Center.

2014 Progress

- The Health Science Center entered into a contract with an advertising agency in Spring 2014 for an institutional, reputational ad campaign. A media plan and corresponding budget is being reviewed for the services. The estimated kick-off date of the purchased media is anticipated in February 2015 with the media platforms being TV, radio, print, online and digital outdoor.
- To enhance the Health Science Center's online presence, an external vendor was hired to work with the Health Science Center's WebLife staff to undertake the updating of the Health Science's web pages. To date, the institution's home page and the School of Dentistry's academic and patient care sites have been redesigned. This project is ongoing and will take several years to complete.
- The Health Science Center is in the process of recruiting for a Chief Marketing Officer.

Organizational Effectiveness

2013 Progress

- The University has engaged a consulting firm to develop a multi-year plan to define the Health Science Center's branding and to provide recommendations on how to communicate the brand to various constituencies.
- A consulting firm has also been selected to bolster increased traffic to the Health Science Center's web site with the goal for improving revenue and services to our stakeholders by creating a more functional, enhanced and integrated web strategy that aims to improve the institution's competitive edge in all of our mission areas, including education, research and health care of our community. A Task Force has been appointed and has been charged with evaluating our needs and to serve as an advisory group to the consulting firm.

Goal 4

Develop a financial plan and community support to sustain and advance the institution's missions.

Strategy 1: Work with The University of Texas System office to pursue The University of Texas System initiatives to promote and enhance efficiency and effectiveness in higher education.

2015 Progress

- Phases I and II of the PeopleSoft financials upgrade were completed. These completed phases will support the new PeopleSoft 9.2 applications which go live when Phase III is complete in May 2016. The Business Affairs project team is currently prototyping and documenting business processes while concurrently testing the version 9.2 applications.

2014 Progress

- The University of Texas System Digital Library (UTSDL) consortium reported the Briscoe Library spent \$1.1 million for subscriptions to electronic journals and databases licensed through the UTSDL which resulted in cost avoidance of \$9.1 million if the University had purchased directly from the publisher. Also, the Briscoe Library subscribed to electronic journals and databases licensed through the TexShare state-wide library sharing consortium for approximately \$4,000 and, if subscribed directly through the publisher, the cost would have been \$225,000. The Library continues to evaluate other opportunities offered by these consortiums.

2013 Progress

- The Health Science Center is actively participating and working with The University of Texas System to evaluate opportunities and to pursue initiatives to promote and enhance efficiency and effectiveness in higher education.
- Several shared services and supply chain contracts were identified at The University of Texas System level, and the Health Science Center is participating in these contractual initiatives which will create System-wide cost savings and efficiencies across the UT institutions.

Strategy 2: Develop a financial plan that maximizes return on institutional investments in education, clinical and research missions and supports the advancement of the Health Science Center initiatives.

2015 Progress

- In fiscal year 2015, the operating budget included \$5.0 million for investments in strategic initiatives.
- During 2015, the institution secured \$52.9 million in Permanent University Funds (PUF) for the following projects: \$18.5 million to expand clinical services at the MARC; \$19.0 million to fund infrastructure and research lab renewals; \$9.4 million in additional fire and life safety funding; and, \$6.0 million to complement the \$80.0 million in tuition revenue bonds (TRB) for recapitalization and renovation.
- Fiscal year margins exceeded budget by approximately \$10.0 million with revenue growth of 4% and expenditure growth of 3%.

Organizational Effectiveness

2014 Progress

- In fiscal year 2014, more than \$6.5 million has been committed to investments in strategic initiatives. Investments included \$2.2 million for organizational efficiencies, \$3.6 million for clinical, approximately \$517,000 for education, and \$220,000 for research.
- The fiscal year 2014 budget included \$10.0 million in cost containment.
- The fiscal year 2015 budget was submitted to The University of Texas System with funds budgeted for strategic investments of between \$5.0 to \$7.0 million.
- A Financial Council was created in October 2013 as a forum to share financial information between executive management and the financial representatives of the area. With the preparation of the fiscal year 2015 budget, each Executive Committee member (Vice Presidents and Deans) were given a targeted contribution margin to meet and ensure the overall financial health of their areas of responsibility and the institution as a whole.
- Presentations have been made to educate the schools on the state's formula funding calculations and the correlation with enrollment management. The Deans of each of the schools have established plans to project enrollment in order to properly maximize enrollment and formula funding, when appropriate.

2013 Progress

- All funds budgeting was introduced to the campus for fiscal year 2014 so targeted budgets can be achieved.
- A financial plan was developed for fiscal year 2014 which created a positive margin of \$1.4 million, cost containment of \$10.0 million, and reallocation of funding of \$5.0 million for strategic investments.

Strategy 3: Develop and implement a multi-year philanthropy business plan demonstrating a balanced and effective development program, with appropriate targets and goals tied to the institutional strategic plan, comprising a higher percentage of institutional expenditures, with a goal of being top performer among peer groups.

CHANCELLOR'S FRAMEWORK: Develop and implement a multi-year business plan demonstrating a balanced and effective development program, with appropriate targets and goals tied to the institutional strategic plan, comprising a higher percentage of institutional expenditures, with a goal of being top performer among peer groups.

2015 Progress

- During fiscal year 2015, donor giving was \$67.7 million which included cash, pledges, in-kind and testamentary giving. The total cash giving was \$42.8 million.
- There were 31 new endowments in 2015. Seven new endowed academic positions were established. The

Organizational Effectiveness

endowments support research for cancer, medicine, diabetes, military health and nephrology. In addition, nine other program endowments were created for research in the areas of cancer, aging and neonatology. Finally, there were 15 miscellaneous endowments which included scholarships and quasi-endowments.

- Total giving from foundations, corporations and other organizations was \$37.6 million and increased by 32% from 2014. There were 502 unique donors.
- The number of new unique donors increased by approximately 34% or 3,014 donors.
- During the year, approximately 5,000 community members attended 64 Presidential donor cultivation and stewardship meetings and events.
- The Health Science Center hosted four fundraising events in fiscal year 2015. The gross amount raised from these events was approximately \$1.0 million.

2014 Progress

- During fiscal year 2014, donor giving was \$57.3 million which included cash, pledges, in-kind and testamentary giving. This is an increase of 0.7% from fiscal year 2013. There were 39 new donors in 2014.
- There was an increase of 15% in giving from private foundations, corporate and other organizations.
- There were 42 new endowments in 2014. This is a 10.4% increase from 2013.
- The Office of Institutional Advancement organized and provided donor cultivation and stewardship meetings and events for 80 Presidential donors.
- The Health Science Center hosted two fundraising events in fiscal year 2014. The President's Gala raised \$535,000 from 166 community donors, and the School of Nursing annual luncheon raised \$50,000 from donors.

2013 Progress

- The Office of Institutional Advancement developed a strategic plan at the beginning of fiscal year 2013 to target specific areas for fundraising that linked to institutional strategic priorities.
- The Office of Institutional Advancement has raised the \$500 million targeted goal for the Campaign for the Future of Health.
- Institutional Advancement staff had 177 face-to-face visits that resulted in 13 new planned gifts and 13 new Laureate Society members. Approximate value of gifts was \$8,550,000.
- In fiscal year 2013, alumni gifts increased 17% from the prior year. The 680 gifts totaling \$631,000 were received from 457 alumni.

Goal 5

Apply innovative information technology solutions that enhance operational efficiency, strengthen fiscal stewardship and enable academic, clinical, and research excellence.

Strategy 1: Maintain a portfolio of information technology solutions and core competencies that incorporate innovation, stability, and compliance in support of the institutional mission and with a strong orientation around the needs of each unique user-community.

2015 Progress

- CANVAS, a leading-edge learning management system, will replace the Blackboard Learning Management System. The migration of course and curriculum content is 88% complete and will continue through the end of the calendar year. The system will enhance functionality and reporting capabilities and will result in significant annual and recurring cost savings.
- ExamSoft, a testing software, was fully implemented in the School of Dentistry in fiscal year 2015. A feature of the software includes the alignment of data collection effort with student artifacts to assess learning outcomes. An analysis of program and student learning outcomes and competencies was conducted in March 2015 utilizing ExamSoft and will be conducted annually to improve the attainment of stated program student learning outcomes.
- The Office of the University Registrar implemented CourseLeaf, a curriculum and catalog management system, which allows for embedded workflows and collaboration between the schools' curriculum committees and the Registrar.
- The Library converted to Koha, an open source integrated library system that will manage ordering, cataloging, access to electronic resources and circulation of materials. The upgrade of the system will save the Library approximately \$15,000 annually. Also, the Library moved CONTENTdm, the Library's digital archive system, and EZ Proxy, the system that manages off-campus accesses to e-resources, to commercially hosted solutions for business continuity and ease of server management.
- UT Medicine and the information technology group are in the process of implementing technology solutions to improve coordinated care for patients; support greater health, disease and prevention programs; and, to efficiently manage high-risk patients. These technological advances will allow integrated care teams to identify and address gaps in care with patient populations; address gaps in care utilizing population health analytics; integrate care management and coordination; and, engage patients in their care.
- UT Medicine implemented software that provides one sign tap-and-go technology to streamline clinical workflows by removing the need to repeatedly type usernames and passwords. Also, the software allows a secure signing solution that will allow electronic prescribing of controlled substances.
- The institution completed a mobile phone transition project which resulted in \$1.0 million in direct, annual and recurring cost savings.

2014 Progress

- WebLife, an initiative to completely overhaul the Health Science Center's web presence was launched. The primary drivers of the project are revenue enhancement, collaboration and outreach, recruitment catalyst, and as a vehicle

Organizational Effectiveness

to improve branding awareness.

- Upgraded EPIC, the electronic health record, to version 2012 to provide and improve clinical and research functionality, workflow, patient safety and treatment outcomes.
- Upgraded MOSAIQ, the system used to manage and deliver medical oncology treatment protocols within the Cancer Therapy & Research Center (CTRC).
- EPIC Haiku module is being piloted to provide clinicians access to patient records via a mobile device for patient record review and amendments, and e-prescription.
- dbMotion, a Health Information Exchange (HIE) solution, was deployed to improve the standard of care with local and regional providers.
- Deployed FairWarning surveillance and audit solution to provide monitoring and HIPAA-compliance oversight of access to sensitive patient information.
- The performance management solution, Taleo, is in Phase II of design and development. The project is intended to enhance the current performance management environment, and will provide performance evaluation tools. The project is estimated to be 12% complete.

2013 Progress

- A consultant was hired to review and provide recommendations for enhancing the current performance management environment, and the system and performance evaluation tools. The second phase of the project will be to implement a cloud-based performance appraisal system, to include goal setting and appraisal. A contract has been signed and the platform for future evaluations will be implemented in the next fiscal year.
- A software data management system, Weave®, was implemented across all schools as a repository for information regarding assessment of student learning outcomes and analysis of instructional methods. As a result an annual process for assessing student learning at the program level has been formalized.

Strategy 2: Facilitate the creation of an enterprise governance model that effectively evaluates, prioritizes, selects, and implements information technology investments in alignment with the strategic plan while promoting fiscal stewardship and sustainability.

2015 Progress

- An institutional storage expansion solution is underway and is substantially complete.
- A distributed antenna system was implemented to boost mobile broadband and Wi-Fi coverage for isolated spots

of poor coverage in the institution.

2014 Progress

- Several technology working groups for mission critical operations were created, and included representation from key constituents in those operational areas, to assist in the decision making and technology project prioritization.
- The Mobile Device Management (MDM) implementation was completed and is being actively applied to monitor and secure the environment.
- The Health Science Center participated in The University of Texas System workgroup that was evaluating a Security Information and Event Management (SIEM) solution to define an enterprise standard. The project was completed in 2014.

2013 Progress

- AirWatch mobile device management solution will be implemented in fiscal year 2014 as part of The University of Texas System sourcing engagement.
- The Health Science Center is participating on a University of Texas System workgroup that is evaluating a Security Information and Event Management (SIEM) solution in an attempt to define an enterprise standard.

Strategy 3: Leverage existing information technology investments and capabilities across the University to further enhance institutional productivity, efficiency and effectiveness.

2015 Progress

- The Health Science Center has a multiple of ongoing projects in progress to leverage existing information technology investments and capabilities across the organization to enhance productivity, efficiency and effectiveness.
- The Office of Academic, Faculty & Student Affairs is in the process of creating academic advisement plans in PeopleSoft. Currently, 50% of the plans have been completed. This project will reduce the workload during the student degree audit check.
- The Office of Academic, Faculty & Student Affairs has leveraged the use of PeopleSoft to collect data for reporting purposes in a central repository. The office has created panels to allow departments to review faculty data for reporting purposes to the state and federal government and accrediting bodies; to track graduate students and to identify faculty type; to automate data collection in a centralized location for post-doctoral trainees; and, to capture professional exam scores for each school in one repository to facilitate accessibility.
- Velos, a clinical trial management system (CTMS), have been fully implemented for both cancer and non-cancer studies. The system will house vital information on clinical trials that can be used for reporting purposes, financial

Organizational Effectiveness

management, participant management and regulatory tracking.

- EPIC, the electronic health record (EHR), and Velos, the Clinical Trial Management System (CTMS) were integrated to provide the seamless transfer of patient information and care protocols to improve care and patient safety.
- EPIC, the electronic health record (EHR), was upgraded to version 2014 to provide and improve clinical and research functionality, workflow, patient safety and treatment outcomes.
- iLab Solutions, a core management software is in the process of being implemented. This project was initiated by the Texas Regional CTSA Consortium (TRCC) and is funded by The University of Texas System to create a System-wide core facilities network. The software functionality includes core facility request management; equipment reservation and usage tracking; project tracking; billing and invoicing; and, business intelligence reporting. Also, this software tool is expected to reduce costs and will improve investigator's access to shared resources at other institutions participating in the UT network. The software is being implemented in three phases. The first two phases were completed and the final phase is scheduled to be completed in October 2015.

2014 Progress

- All servers at the Health Science Center were centralized to reduce the annual recurring operating costs, and to increase data security and compliance risks.
- The space management system was upgraded to improve the accuracy and timeliness of classroom and laboratory utilization reporting.

2013 Progress

- An enterprise storage area network (SAN) has been acquired and installed. This infrastructure will support technology refresh requirements.
- PeopleSoft services are being refreshed with virtual servers. The number of virtual servers increased by 31% in fiscal year 2013.
- Network cores have been architected and upgraded to eliminate single points of failure. Each core has redundancy with secondary paths between cores on each campus and between campuses.
- A consulting firm has also been selected to bolster increased traffic to the Health Science Center's web site with the goal for improving revenue and services to our stakeholders by creating a more functional, enhanced and integrated web strategy that aims to improve the institution's competitive edge in all of our mission areas, including education, research and health care of our community. A Task Force has been appointed and has been charged with evaluating our needs and to serve as an advisory group to the consulting firm.

Organizational Effectiveness

Strategy 4: Enable an enterprise analytics competency that more fully supports the reporting and metrics needs of finance, operations, clinical, research and academic disciplines.

CHANCELLOR'S FRAMEWORK: Develop criteria to assess and improve academic, research and administrative space utilization and strategies, including productivity indices, and review of space utilization policies. (See also Health Care – Goal 1, Strategy 2 and Organizational Effectiveness – Goal 1, Strategy 4, and Goal 1, Strategy 6)

2015 Progress

- PeopleSoft Financials is in the process of being upgraded from version 9.0 to 9.2 which will provide greater operational efficiencies, planning and reporting.
- The development of a faculty effort reporting tool for the School of Medicine is underway which will allow analytic capabilities of faculty time and effort, and the evaluation of productivity indices.

2014 Progress

- Hyperion Planning System was implemented to improve enterprise financial management, including variance reporting, forecasting, projections, and to strengthen fiscal stewardship.
- A technology solution for implementing an institution-wide dashboard has been postponed until fiscal year 2015 due to other technology priorities and investments.

2013 Progress

- An interactive data warehouse has been developed for academic reporting that allows users to perform basic queries of institutional data. The data warehouse contains student demographics, enrollment by school/degree level/program and the number of degrees awarded.
- Hyperion, a single planning solution, will be implemented in fiscal year 2014 to provide a tool for budget and financial forecasting and projections.
- Dashboards and metrics have been developed for education, health care, finance and business operations, and information technology portfolio management.
- Next steps will be to develop an institution-wide dashboard to assist management with various analyses.

Goal 6

Update facilities to meet the needs of the institution and new regulatory standards and requirements.

Strategy 1: Develop a priority plan for upgrades to facilities and property to meet the space needs of individual programs and the institution, including upgrades needed to meet current regulatory requirements and to replace building systems that have reached the end of their life cycles.

2015 Progress

- During 2015, the institution secured \$52.9 million in Permanent University Funds (PUF) for the following projects: \$18.5 million to expand clinical services at the MARC; \$19.0 million to fund infrastructure and research lab renewals; \$9.4 million in additional fire and life safety funding; and, \$6.0 million to complement the \$80.0 million in tuition revenue bonds (TRB) for recapitalization and renovation.
- During fiscal year 2015, three deferred maintenance projects were completed, and one project related to fire and life safety was completed.

2014 Progress

- The Health Science Center has developed a five-year plan for reducing deferred maintenance. During fiscal year 2014, a total of seven deferred maintenance projects were scheduled. Four were completed which included the first floor auditorium access, Fire Marshal recommendations, chilled/hot water loop controls, and the central energy plant optimal energy server. One project will be completed in December 2014 and two projects are pending funding.
- The institution continues to address the State Fire Marshal recommendations to bring older and existing facilities into compliance with the fire and life safety standards. Two projects were scheduled for fiscal year 2014 and one was completed. The projects include the sprinkler retrofit of the Research Administration Building/UT Plaza and the School of Medicine.

2013 Progress

- The Health Science Center has developed a five-year plan for reducing deferred maintenance. During fiscal year 2013, nine major deferred maintenance projects were scheduled. Five projects were completed which included replacing emergency generators, water softeners, control valves, and an air handling unit. The other four projects started and will be completed by end of June 2014.
- The institution continues to address the State Fire Marshal findings to bring older and existing facilities into compliance with fire and life safety standards. Six projects were scheduled for fiscal year 2013, and four of the projects were completed. The other four projects are still in progress and will be completed by the end of June 2014. The projects included retrofitting the sprinkler systems in older buildings and upgrading fire alarm systems.

Strategy 2: Develop a future strategic plan for the Texas Research Park.

2015 Progress

- The Texas Research & Technology Foundation, the non-profit organization that owns and operates the Texas Research Park, is selling their land. The Health Science Center is exploring their options.

2014 Progress

- This initiative has been deferred to fiscal year 2015.



Ours is a story of making lives better.