Our strategic vision
2013–2017
Progress Report: Fiscal Year 2016
The University of Texas Health Science Center at San Antonio
How Are We Doing?

In today’s complicated health care environment, collaborations and partnerships are essential to our success. Our ambition is for The University of Texas Health Science Center at San Antonio to be recognized among the elite academic health centers in our country.

In 2012, we embarked on a comprehensive strategic planning process that would serve as a compass for our work over the next five years, 2013 through 2017. This road map is aligned with the goals of The University of Texas System’s Framework for Advancing Excellence.

Faculty, staff, students and community leaders were engaged to develop this comprehensive plan that will be implemented across all of our campuses in San Antonio and South Texas.

This is our fourth annual progress report on the implementation of our Strategic Vision for 2013 through 2017. We are tracking every initiative at a granular level. Some initiatives have been completed while others are ongoing, and some will start in subsequent years while we develop the infrastructure that will yield results over a period of time.

Our goal is to make higher education more accessible and affordable to an increasing number of students, to enhance research discoveries, and to produce more health care providers and professionals to improve the quality of care in our community and South Texas.

Our progress in implementing the plan is a team effort and we will succeed in reaching our goals by continuing to work together. Thank you for traveling on the journey with us.

William L. Henrich, M.D., MACP
President
Professor of Medicine
UT Health Science Center at San Antonio
Our Mission

The mission of The University of Texas Health Science Center at San Antonio is to make lives better through excellence in education, research, health care and community engagement.

Strategies for achieving this mission are:

**Education**
Educating a diverse student body to become excellent health care providers and scientists.

**Research**
Engaging in research to understand health and disease, and to commercialize discoveries, as appropriate, to benefit the public.

**Health Care**
Providing compassionate and culturally proficient health care, and influencing thoughtful advances in health policy.

**Community Engagement**
Engaging our community to improve health.

**Organizational Effectiveness**
Striving for excellence, innovation, quality and professionalism in an effective and efficient manner.
Our Vision

The University of Texas Health Science Center at San Antonio is committed to being a leading institution in four equally valued and inter-related activities: education, research, health care and community engagement. Success within our mission requires strategic integration of all disciplines across the University. We will promote our mission by recruiting and retaining world-class individuals, and striving for excellence, innovation, quality and professionalism. Our goal is to continue to be recognized as a highly accomplished and respected University and a valued asset to the community.

Our Core Values

To achieve our mission, The University of Texas Health Science Center at San Antonio is committed to:

ACCOUNTABILITY – We are committed to responsible and transparent stewardship of University resources.

DIVERSITY – We strive for inclusivity across the University.

EXCELLENCE – We continue to strive for excellence through creativity, innovation and dedication.

INNOVATION – We discover, create, develop and measure new, exciting and effective methods of education or pedagogy, research and clinical care.

INTEGRITY – We are truthful, equitable, and committed to intellectual honesty.

PROFESSIONALISM – We will maintain the highest standards of professionalism through ethical behavior, lifelong learning, and respect for all members of the University.

TEAMWORK AND COLLABORATION – We support each other and promote interprofessional collaboration.

TRADITION – We learn from our history, create an optimistic future and promote the unique nature of the Health Science Center environment.
## How We Categorized Our Progress

The below indicators were used to provide a snapshot of the current status of each goal and strategy as of August 31, 2016 and taking into consideration the previous years’ accomplishments. The previous years’ accomplishments, 2013 through 2015 are posted at: [http://strategicplanning.uthscsa.edu](http://strategicplanning.uthscsa.edu).

<table>
<thead>
<tr>
<th>Delayed/Not Started</th>
<th>Progress</th>
<th>Good Progress/Ongoing</th>
<th>Substantial Progress</th>
<th>Complete</th>
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<tbody>
<tr>
<td>Indicates that the strategy has been delayed, placed on hold or has not started yet.</td>
<td>Indicates progress with some strategies about to begin.</td>
<td>Indicates good progress and ongoing initiatives with strategies advancing on schedule.</td>
<td>Indicates substantial progress at an optimum rate with strategies close to completion.</td>
<td>Strategy has been completed.</td>
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### Additional Information
- The previous years’ accomplishments, 2013 through 2015 are posted at: [http://strategicplanning.uthscsa.edu](http://strategicplanning.uthscsa.edu).

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### Example Images
- Images of healthcare professionals in various settings, indicating the type of work being done.
- Images of healthcare professionals collaborating, symbolizing teamwork.
- Images of healthcare professionals in clinical settings, emphasizing patient care.
- Images of healthcare professionals in administrative roles, signifying leadership.
- Images of healthcare professionals in educational settings, indicating training and development.

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### Conclusion
- Our progress categorization system helps us track and communicate the status of our goals and strategies.
- It allows us to identify areas where we need to accelerate progress or where we may need to adjust our plans.
- By providing a clear snapshot, it helps stakeholders understand our efforts and progress towards achieving our objectives.

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### Further Resources
- Visit [http://strategicplanning.uthscsa.edu](http://strategicplanning.uthscsa.edu) for more detailed information on our progress and accomplishments.
Education

*Educating a diverse student body to become excellent health care providers and scientists.*
## Education

### Goal 1

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

<table>
<thead>
<tr>
<th>STRATEGIES</th>
<th>2016 PROGRESS</th>
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<tr>
<td>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.</td>
<td>• The Academic Learning and Teaching Center was completed and dedicated in February 2016. The Center’s architecture is inspired by gene mapping and is a nexus for interdisciplinary collaboration, innovation and super-technology. The building is 130,000 square feet and features 33 classrooms plus a revolutionary digital anatomy lab with interactive and three-dimensional imaging.</td>
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<tr>
<td>2. Adopt an environment of continuous quality improvement to evaluate and strategically enhance curricula with state-of-the-art instructional technology.</td>
<td>• The installation of CANVAS, a leading-edge learning management system, was completely implemented in fiscal year 2016. An additional 226 faculty and staff completed online and face-to-face training. A total of 527 faculty, 112 staff and 3,740 students and residents were trained in how to navigate and implement contemporary-learning strategies utilizing the new virtual platform.</td>
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<td>3. Develop a centralized resource area to assist faculty with instructional development design and to share innovative instructional technology.</td>
<td>• The Virtual &amp; Innovative Teaching and Learning (VITaL) Center hosted 112 events (conferences, courses, meetings, retreats, tours, workshops). VITaL, a division of Information Management &amp; Services, supports teaching and learning by providing consultations, technical assistance and creative expertise. During the year, 504 faculty and staff participated in 46 conferences, workshops and trainings focused on innovative teaching methods in the new virtual and Academic Learning and Teaching Center’s learning spaces.</td>
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</table>
The Virtual & Innovative Teaching and Learning (VIoT) Center also became members of Quality Matters, an organization that is dedicated to quality assurance in online education. VIoT sponsored 23 of the 26 faculty, who teach totally online programs, to complete the initial Quality Matters training course.

The Virtual & Innovative Teaching and Learning (VIoT) Center also obtained a license for SoftChalk, a cloud based authoring system for innovative course development used by 61 faculty.

Staff of the Virtual & Innovative Teaching and Learning (VIoT) Center provided 1,684 hours of consultation to 707 faculty during fiscal year 2016. These consultations focused on course design and applying concepts from virtual and face-to-face workshops.

The second annual Faculty Showcase of Educational Innovations’ theme was “Learning Spaces” which spotlighted the new Academic Learning and Teaching Center. Also, the Faculty Showcase highlighted four short talks from innovative faculty members and over 30 faculty presented posters highlighting educational innovations on campus.

The School of Health Professions developed a “Teaching Excellence Faculty Development Series” that is designed to assist faculty in teaching, evaluation and curriculum development. One lecture was presented in fiscal year 2016 and three are scheduled for fiscal year 2017.

A teaching excellence mini-series was completed within the Department of Emergency Health Services in the School of Health Professions. Twelve individual sessions highlighted best practices in
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.

5. In collaboration with the academic community, enhance the opportunities for eLearning and distance education courses and degree programs delivered either 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 of online courses to be shared System-wide, thereby increasing outreach to students.

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<tr>
<th>STRATEGIES</th>
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<td>teaching and provided participants with tools and suggestions for the classroom.</td>
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<td>- The Library established a team of specialists in the area of simulation and immersion technology, who will assist the schools in learning about digital technologies, such as the BodyViz 3D visualization software.</td>
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<tr>
<td>- Completed in 2014.</td>
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<tr>
<td>- In fiscal year 2016, the Health Science Center became a member of the National Council for State Authorization Reciprocity Agreement (NC-SARA). The voluntary membership establishes comparable national standards for distance education courses and programs, and positions the Health Science Center for documenting compliance with the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) expectations for distance education. The membership also enhances the Health Science Center’s ability to market online and off-campus educational offerings.</td>
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<tr>
<td>- The Master of Science degree program in Deaf Education and Hearing Science was approved to offer the program at off-campus sites in San Antonio (Sunshine Cottage for Deaf Children) and Houston.</td>
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## Goal 2

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

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<th>STRATEGIES</th>
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<tr>
<td>1. Expand and enhance curricula in new and emerging areas, such as interprofessional learning, translational science, prevention and community/population health.</td>
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| 2. Emphasize active, engaged, self-directed and contextual learning that promotes continuous development of lifelong learning skills. |

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<th>2016 PROGRESS</th>
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<tr>
<td>• The co-director of the Internal Medicine clerkship in the School of Medicine has been named a Macy Faculty Scholar. The faculty member will receive salary support over a two-year period to implement a patient-partnered, collaborative, interprofessional care model that immerses learners in an authentic team-based clinical experience.</td>
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| • The School of Health Professions received approval to offer a Master of Science degree in Medical Laboratory Sciences with the first cohort starting in August 2016. Also, a Master of Science degree in Speech Language Pathology was approved by the State and is currently seeking accreditation from the American Speech Language Hearing Association with enrollment starting either in Fall 2017 or 2018. |

| • The School of Health Professions has received approval by The University of Texas System to offer a doctoral program in Occupational Therapy. The new program is pending the State’s approval. |

| • The School of Health Professions and the Graduate School of Biomedical Sciences are in the process of developing a doctoral program in Health Sciences which will be submitted to the State for approval by January 2017. |

| • The Center for Medical Humanities & Ethics offers 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. |
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.

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)

**2016 PROGRESS**

- A first-year medical student was selected to receive the Society of Hospital Medicine’s Student Hospitalist Scholar grant, one of only four such grants in the country. The student will conduct an ultrasound project during the summer and the project results will be submitted as an abstract to the Research Innovations and Clinical Vignettes Competition at the Society of Hospital Medicine’s annual meeting.

- The Health Science Center launched the inaugural “Interprofessional Leadership Scholars Program”. The five schools collaborated to create an innovative, student-centric leadership program. The program was established so students could develop leadership skills that will assist them as professionals in health care and research. The first cohort was 28 students representing all five schools.

- The academic deans with the Office of the Vice President for Academic, Faculty and Student Affairs developed an inventory of all interprofessional educational activities. A team will inventory courses to determine which are eligible for inter-school enrollment in order to develop the framework for future implementation of cross-school interprofessional education.

- In collaboration with the Air Force’s modeling simulation training program, a regional simulation consortium was established between the Health Science Center and partners from Joint Base San
5. Design, implement and evaluate innovative curricula aligned with professional accreditations and regulatory requirements to meet current and future workforce demands.

- Antonio (Army, Navy, Air Force and Department of Defense) to enhance educational opportunities for students.

- Three concept proposals for the Health Science Center’s next Quality Enhancement Plan (QEP) were unveiled to faculty, staff and students. All three proposals offered frameworks to expand interprofessional education.

- The Commission on Accreditation for Respiratory Care (CoARC) awarded the Distinguished RRT Credentialing Success Award to the Department of Respiratory Care. The award recognizes the program’s effectiveness in inspiring graduates to achieve their highest educational and professional aspirations.

- Graduates of the Physician Assistant Studies program in the School of Health Professions earned 100 percent first-time pass rate on the National Physician Assistant National Certifying Exam (PANCE) administered by the National Commission on Certification of Physician Assistants. The Class of 2015 consisted of 43 graduates and is the third cohort in the last five years to achieve 100 percent first-time pass rate.

- Graduates in Emergency Health Sciences, Occupational Therapy and Respiratory Care also had a 100 percent first-time pass rate on their board examinations.
6. Expand interprofessional community/population health care experiences designed to enhance health care experiences for students.

- A group of students from the Schools of Dentistry, Health Professions and Medicine were nominated for the 2016 United Way Volunteer of the Year Award in recognition of their commitment to promote health and wellness in the community. The students were nominated for their interprofessional community service learning project, “HELP for Better Health: The Use of Global Attainment Scaling for the Developmentally Disabled”. The students volunteered over 600 hours with the residents of Providence Place, a non-profit organization that provides work and life skills training to young adults with disabilities. The project was funded by a community service learning grant through the Center for Medical Humanities & Ethics.

- The Republic of Namibia signed a Memorandum of Understanding with the Health Science Center in September 2015 that pledges the two entities will collaborate on academic and cultural interchanges and other areas of mutual interest. Specifically, the agreement encourages student exchanges and student abroad programs; visits by and interchanges of faculty and staff for research and teaching purposes; collaborative research activities, including grant writing, exchange of non-proprietary information; curriculum development; and, collaboration, continuing education and other training programs.
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.

1. Implement programs that will enhance cultural diversity.

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.

STRATEGIES

2016 PROGRESS

- The Office of the Vice President for Academic, Faculty and Student Affairs sponsored several international and cultural events during the year. Some of the events included: Hispanic heritage month; an evening in the Middle East; Chinese New Year; diversity lunch and learn series; and, various international potlucks and informational materials.

- The U.S. Department of Education reaffirmed the Health Science Center’s designation as a Hispanic-serving institution.

- A search for a Vice Dean for Diversity and Inclusion was launched in the School of Medicine, and a Vice Dean for Faculty Affairs and Diversity was recruited in the School of Nursing.

- A $1.0 million donation made to the Alamo Colleges Foundation by a San Antonio philanthropist created the “Pathways Scholarship”. The scholarship benefits first-generation, under-represented students. Alamo Colleges will recruit high-achieving students to transfer to partner universities in 2018 to earn a bachelor’s degree in 2020. The Health Science Center is one of the designated partner universities. The scholarship will be $2,500 per student, per year, for a maximum of two years. Eligible programs include respiratory care, clinical laboratory sciences and nursing.

- The Baptist Health Foundation of San Antonio made a $250,000 scholarship contribution for academic year 2017. The scholarship will benefit
3. Foster a culture for students to adopt self-care principles, practices and programs.

- The Health Science Center appointed a Senior Director for Student Success and Title IX Director to administer and oversee the timely completion of investigations of alleged violations of sexual misconduct involving students, faculty and staff. The Title IX Director coordinated the development of policies, procedures and programs to raise awareness of gender equity and sex discrimination across the University, and to monitor compliance with Title IX and other related federal, state and local discrimination laws and guidance documents. Also, the Director developed Title IX/sexual harassment training for all segments of the University’s population. A robust training module was launched in Fall 2015 for all students, and revisions were made to the faculty and staff training module. Both trainings had over a 99% completion rate.

- Based on outreach efforts from the Office of Veterans Services and Financial Aid, 12 additional work-study programs in departments were established.

- 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 have participated in the workshops and 12 new fellowship grants have been awarded. Also, for the first time a trainee will receive a F99/K00 award from the National Cancer Institute.
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.

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.

- The Graduate School of Biomedical Sciences’ Office of Career Development conducted six monthly workshops focused on resume building; science and professional communication; negotiation and interview skills; career branding; and, entrepreneurship. These workshops included roundtable discussions between trainees and Career Advisory Council members. Also, the office hosted: a career day, networking opportunities and, a career exposure event called “Pathways to Careers in Science”. Over 100 trainees attended the Pathways event.
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<tr>
<th>STRATEGIES</th>
<th>2016 PROGRESS</th>
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<tr>
<td>The Graduate School of Biomedical Sciences engaged alumni in the “Pathways to Careers in Science” and the Science Fiesta events. Approximately 35 alumni participated in the events.</td>
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Education

Goal 4

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

STRATEGIES

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.

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)

2016 PROGRESS

• While no new dual degree programs were developed in fiscal year 2016, the joint degree in Biomedical Engineering (The University of Texas at San Antonio and Health Science Center) underwent a successful graduate program review. Also, the joint Ph.D. program in translational science (The University of Texas at Austin, The University of Texas at San Antonio and the Health Science Center) continues with strong enrollment and student outreach trajectory. In particular, 15 students had 14 grants, 29 publications, 55 presentations and one patent this past year.

• Seven faculty received the Regents’ Outstanding Teaching Award for teaching excellence from The University of Texas System Board of Regents.

• Five 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.

• Three faculty from Cell Systems & Anatomy, Molecular Medicine and Cellular & Integrative Physiology each received $250,000 for the Rising STARS award from The University of Texas System.
At the 2016 Innovations in Health Science Education annual conference (part of The University of Texas Kenneth I. Shine, M.D., Academy of Health Science Education), the Health Science Center had more than 20 poster presentations and sessions. A faculty member in the School of Medicine, Division of Pulmonary Disease & Critical Care Medicine, received the Innovation Award for a web-based interactive and professional education tool that was developed to educate health care professionals, including students and practicing clinicians about best practices in the prevention, evaluation and treatment of obstructive lung diseases. In addition, the School of Medicine won the first place poster award. And, tied for second place poster awards were the Schools of Dentistry and Medicine.

A School of Dentistry faculty member received the American Association of Oral and Maxillofacial Surgeons Daniel M. Laskin Award for outstanding pre-doctoral educator. The award is presented in recognition of commitment to pre-doctoral education.

A School of Dentistry faculty member received the Outstanding Periodontal Educator Award from the American Academy of Periodontology. The award recognizes an exemplary member whose career demonstrates excellence in teaching and is an inspiration to students.

The program director for the Physician Assistant Studies program in the School of Health Professions was named the Educator of the Year by the Texas Academy of Physician Assistants. The award honors an individual who has demonstrated exemplary service to physician assistant (PA) students and has furthered the leadership,
A faculty member in the Department of Occupational Therapy in the School of Health Professions was recognized by the Texas Occupational Therapy Association as the Academic Educator of the Year. This award recognizes a faculty member who has made outstanding contributions to academic education and exhibits innovative teaching skills; serves as a role model; and, has made substantial contributions to the profession.

Two faculty members in the Department of Occupational Therapy in the School of Health Professions were recognized by the American Occupational Therapy Association for their leadership in education.

A faculty member in the Department of Occupational Therapy in the School of Health Professions was awarded the school's Spectrum Award for excellence in teaching and service.

Two faculty from Physical Therapy and Respiratory Care from the School of Health Professions received the Shirlyn B. McKenzie Teaching Excellence Award. The award recognizes excellence in the scholarship of teaching.

The School of Health Professions recognized 13 faculty for teaching excellence based on outstanding student course evaluations for instructional delivery methods aimed at improving the learning environment.

A School of Medicine faculty member received a Texas Medical Association Award for excellence in medical education.
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<th>STRATEGIES</th>
<th>2016 PROGRESS</th>
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<tr>
<td>3. Strengthen the faculty performance review process to identify and</td>
<td>in academic medicine. The faculty member was recognized for being a superb</td>
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<td>incorporate standards for quality teaching, and link performance</td>
<td>role model in community service for students and residents. The award</td>
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<td>evaluations to compensation.</td>
<td>recognizes academic physicians who are consummate teachers, role models and</td>
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<td>medical professionals.</td>
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<td>• Two faculty in the Schools of Medicine and Nursing were selected as</td>
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<td>members to The University of Texas Kenneth I. Shine, Academy of Health</td>
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<td></td>
<td>Science Education. The academy is a formal organization of distinguished</td>
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<td>scholars recognized for their teaching excellence and is committed to the</td>
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<td>enhancement of health science education.</td>
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<td></td>
<td>• Completed in 2015.</td>
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<tr>
<td>CHANCELLOR’S FRAMEWORK: Ensure that annual performance evaluations are</td>
<td>• A new chair was recruited for the Department of Medicine. The new chair</td>
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<tr>
<td>strengthened to better define performance levels and are completed for</td>
<td>has an active research program in the field of acute kidney injury and</td>
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<tr>
<td>all employees (faculty, administrators and staff). (See also Organizational</td>
<td>actively treats patients.</td>
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<tr>
<td>Effectiveness – Goal 2, Strategy 2)</td>
<td>• A new chair was also recruited for the Department of Physician Assistant</td>
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<td>Studies. The new chair served 26 years in the military, and most recently</td>
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<td></td>
<td>served as the assistant dean for graduate education for the U.S. Army</td>
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<td></td>
<td>Physician Assistant branch.</td>
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<tr>
<td>4. Recruit and retain high caliber and professional faculty and staff.</td>
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5. In collaboration with the academic community, develop the 21st century Library as a national resource and research center for students and faculty.

- A committee was charged with working with University architects to develop a redesign of the Library. Plans to renovate the facility are anticipated to be completed in fiscal year 2017.

- The Library initiated a plan to move to a digital-only environment for journals starting in 2017.

- The Library partnered with a researcher from the National Center for Scientific Research in France to digitize one of the Library’s historical collections. The collection documents early research in the area of neurophysiology and neuroscience with over 1,600 pages digitized. The collection is available online via the Library’s Digital Archive and the Texas Archival Resources Online (TARO) system.

- The Library offered a tool, BrowZine, for reading e-journals on tablets, phones and on the web. It consolidates journals from several publishers, allowing the user to read and browse issues through a single interface rather than looking up each journal individually.
Ours is a story of discovery.

Research

Engaging in research to understand health and disease, and to commercialize discoveries, as appropriate, to benefit the public.
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.

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

**Cancer**

- The Cancer Therapy and Research Center (CTRC) was named among the top 10 of 950 SWOG institutions. SWOG (formerly the Southwest Oncology Group) is a worldwide network of researchers that design and conduct cancer clinical trials. The network includes 32 National Cancer Institute (NCI) designated cancer centers. SWOG trials test new ways to diagnose and treat cancer, as well as cancer prevention. Researchers study ways to improve the care of cancer patients, and improve quality of life for both patients and survivors.

- Eleven new grants totaling $20.0 million were awarded from the Cancer Prevention and Research Institute of Texas (CPRIT) to support research. Of this amount, $13.7 million was awarded to the Greehey Children’s Cancer Research Institute for development of animal models to test new therapies in minority children whose cancer has relapsed; to update and expand upon existing infrastructure to establish a cancer genome and sequencing and computational core; and, for the recruitment of faculty who develop genetic models of soft tissue cancer that occurs in children.

- The Center for Innovative Drug Discovery (CIDD), a joint program with The University of Texas at San Antonio (UTSA), received a $4.6 million grant from the Cancer Prevention and Research Institute of Texas (CPRIT). The grant will support research to design more effective cancer drugs through small molecule drug discovery.
• A new Department of Defense (DoD) grant was awarded for $2.5 million to study cancer.

• Three junior faculty members in the School of Medicine will receive $1.35 million over the next three years from the Voelcker Fund to develop innovative lines of research to create preliminary cancer discoveries.

• A National Institutes Health (NIH) award for cancer research was renewed for $300,000.

• The Health Science Center has the first study site in the United States to offer a clinical trial evaluating the new immunotherapy agent, atezolizumab, in children and young adults who do not respond well to traditional therapy or whose cancer comes back.

Aging

• The Health Science Center has received over $23 million in endowments and more than $19.3 million from gifts to support the establishment of the Biggs Institute for Alzheimer’s and Neurodegenerative Diseases. The Institute will lead basic, translational and clinical research studies, including clinical trials. Educating the next generation of clinicians, scientists and health professionals will be another focus of the Institute.

• The School of Medicine provided funding to the Nathan Shock Center for Excellence to support pilot projects that will be used to acquire data to develop center grants and programs to better understand the impact of in-utero and post-natal influences on development of cardiovascular, neura, renal, metabolic disorders and aging.
STRATEGIES

2016 PROGRESS

• The School of Medicine co-funded a Nathan Shock Center pilot project on Alzheimer’s disease to lay the groundwork for continued success in obtaining extramural funding.

• During fiscal year 2016, five faculty were hired for the Barshop Institute for Longevity and Aging.

• The School of Medicine received three new awards from the National Institute on Aging (NIA) totaling $290,000.

Diabetes

• In fiscal year 2016, a total of 26 new or renewal awards for diabetes studies were received. The awards range from one to five years, and the total anticipated amount of these awards throughout the life cycle is $9.7 million.

• A fatty liver disease clinical trial was launched at the Health Science Center as part of the Texas Regional CTSA Consortium (TRCC) network. Two other sites of the TRCC network also launched the study.

Neurosciences

• In fiscal year 2016, a total of 65 new or renewal awards were received for the field of neurosciences. The awards range from one to five years and the anticipated amount of the awards throughout the life cycle is $20.5 million.

• A Department of Defense (DoD) grant for $2.3 million was awarded to study epilepsies.

• There were five new faculty hires during fiscal year 2016 to support the neurosciences. Two of the
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<th>STRATEGIES</th>
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<tr>
<td>2. Continue to enhance the aging program at the Texas Research Park.</td>
<td>• Faculty were hired in the Department of Psychiatry, one in Department of Neurology, one in Department of Physical Therapy, and one at the Barshop Institute for Longevity and Aging.</td>
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<td>3. Renew the NCI-designation at the Cancer Therapy &amp; Research Center.</td>
<td>• The School of Medicine has funded 10 pilot programs since 2014 that have a focus on neuroscience topics at all points of the translational spectrum. Several of these projects have subsequently received extramural funding from sources, including the National Institutes of Health (NIH) and Department of Defense (DoD).</td>
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<td>4. Develop a rigorous review process for research centers and institutes.</td>
<td>• The Barshop Institute for Longevity and Aging will be relocating from the Texas Research Park to the Greehey Academic and Research campus. This move will facilitate greater integration and collaboration with the Health Science Center scientific community.</td>
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- Faculty continue to be hired to support the aging program at the Barshop Institute for Longevity and Aging. During the year, five new faculty were hired.

- Completed in 2014.
5. Establish endowed academic positions in research.

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.

- Eighteen new research related endowments with a book value of $11.1 million were established in 2016. The endowments support faculty chairs, professorships and other research focused programs.

- A total of twelve new awards totaling $6.2 million were received in fiscal year 2016 for stem cell research.

- The Health Science Center received a two-year grant totaling $443,000 from the National Institutes of Health (NIH) to study obesity.

- The School of Medicine partnered with the Office of Institutional Advancement to provide pilot funding for women’s health-focused projects. Seven projects were awarded for approximately $350,000 to support the Briscoe Women’s Health Scholars. Topics addressed will include a multi-site collaboration investigating family-level interventions in the neonatal intensive care unit, body image interventions targeting adult women, understanding the virulence of the Zika virus, breast cancer treatments and two projects examining the development of endometriosis.

- A one-year award for $150,000 was received from the San Antonio Medical Foundation to study the maternal-fetal environment which alters infantile body composition and epigenetics.
7. Develop the South Texas Research Facility into a leading, collaborative, translational research environment.

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.

- The South Texas Research Facility has 244 laboratory benches occupied with 26 vacant benches. During fiscal year 2016, one new laboratory was established. The occupancy rate is 89.3%.

- Opportunities were identified by the faculty to enhance the clinical trials infrastructure to include: hiring staff that have expertise in identifying patients for clinical trials and that have expertise in front-end infrastructure development of clinical trials; registering clinical trials; developing network database information for analytics and evaluation of data for potential future trials; and, streamlining the regulatory burden of the approval process.
Goal 2

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

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.

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

2016 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 have participated in the workshops. In fiscal year 2016, 12 new fellowship grants have been awarded to the Health Science Center. Also, for the first time a trainee will receive a F99/K00 award from the National Cancer Institute.

- During the year, 27 early career faculty and advanced post-doctoral fellows attended the grant writing workshop for new investigators. Many of the attendees received local pilot grant awards, as well as multiple awards from extramural agencies, including the National Institutes of Health (NIH) and the American Heart Association.

- During fiscal year 2016, 20 GrantSeekers presentations were offered and 16 grants were reviewed. Four grant applications reviewed in fiscal year 2015 were successfully awarded for $9.4 million.

- Several faculty continue to use the editorial review services offered through the Expanded GrantSeekers program. The expanded program includes expert editorial services to improve the quality of manuscripts and grant submissions.

- The School of Medicine continues to support the Visionaries Pilot Program to encourage opportunities for increased scientific activity that
3. Establish and/or utilize metrics to assess research productivity and strategically maximize research resources.

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)

**2016 PROGRESS**

- will lead to the submission of an application to the National Institutes of Health (NIH) or other funders for a program project, center of excellence, or similar large award. The program is currently being revised to take submissions on a rolling basis.

  - The Military Health Institute added two new faculty members to facilitate research activities on military health topics. The faculty are also actively engaged in research activities.

  - The School of Health Professions held a research lecture series that is designed to foster discussions about research topics. The focus of the topic for 2016 was prepping for pilot grants. Eight lectures are scheduled for fiscal year 2017.

  - A San Antonio Trauma Consortium was formed between the Health Science Center and Joint Base San Antonio to collaborate on trauma research.

  - Completed in 2015.

  - Three faculty from Cell Systems & Anatomy, Molecular Medicine and Cellular & Integrative Physiology each received $250,000 for the Rising STARS award from The University of Texas System.
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.

2016 PROGRESS

- The William and Ella Owens Research Foundation awarded 22 research grants valued at $2.0 million to support basic science research.
- Three new young investigator research grants, valued at $1.35 million, from the Voelcker Fund were awarded to support various research areas.
- Dale and Edna Walsh gifted $500,000 to support prostate research.
- The Carew Estate gifted $500,000 to support breast cancer research.
- Hyundai Hope on Wheels awarded $250,000 to support pediatric cancer research.
- HRJ Consulting awarded matching funds for pilot research to support military health for $200,000.
- The Morrison Trust awarded three research grants valued at $187,000 to support various research projects.
- The Clayton Foundation provided continued support for two research projects.
### Goal 3

Enhance and expand research technology and infrastructure.

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<td>1. Establish a medical informatics function to integrate electronic medical records with research data.</td>
<td>• Completed in 2015.</td>
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<tr>
<td>2. Expand NextGen/bioinformatics to increase number of investigators using advanced bioinformatics approaches.</td>
<td>• A new bioinformatics service center, called Bioinformatics and Computational Genomics (BCG) was established to provide access to skilled personnel who perform service-oriented data analytics and consulting for next-generation sequencing (NGS) projects. NGS is one of the most popular technologies that produces genome-scale sequencing data of DNA and RNA-derived samples.</td>
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<tr>
<td>3. Increase research core usage by investigators and target new technologies to be competitive.</td>
<td>• New equipment for faculty conducting basic and translational research for next-generation sequencing (NGS) and cell sorting analysis was purchased and installed in 2016. The new equipment, a genomic sequencer and cytometer analyzer, will increase the capacity of researchers throughout San Antonio and South Texas to conduct complex, next-generation genomic-sequencing and cell sorting analysis projects.</td>
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<td>• A new director of the research core laboratories was recruited and will start in January 2017.</td>
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<td>• Research core usage in optical imaging, flow cytometry and genomics increased in fiscal year 2016.</td>
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<td>• The Research Strategic Advisory Council recommended metrics be developed to evaluate</td>
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</table>
4. Expand capabilities in bioinformatics through institutional enhancement of existing facilities and people.

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.

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<td>the cores, and requirements be developed to justify the “institutional” status of a research core.</td>
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<td>• Implementation of iLab Solutions, a core management software, was completed. 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.</td>
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<td>• The San Antonio Life Sciences Institute (SALSI) awarded $200,000 to faculty members of the Health Science Center and The University to Texas at San Antonio (UTSA) through the Innovation Challenge. The award is granted to high-risk, high-reward studies that have the potential to create groundbreaking research directions in health informatics and bioinformatics. The faculty are conducting research in cloud-computing to offer greater precision in medicine and are also researching mobile messaging solutions for health promotion interventions.</td>
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<tr>
<td>• The Military Health Institute conducted workshops for faculty and staff interested in pursuing Department of Defense (DoD) funded research</td>
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<td>STRATEGIES</td>
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<td>6. Expand Office of Technology 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.</td>
<td>• The Office of Technology Commercialization hired several staff this past year that have experience in innovation business development and commercialization of early stage technologies. In addition, staff were hired with experience in academic patent management and license compliance.</td>
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<td><strong>CHANCELLOR’S FRAMEWORK:</strong> Enhance technology transfer and commercialization.</td>
<td>• The Office of Technology Commercialization recorded a historic number of 64 new invention disclosures in fiscal year 2016.</td>
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<td><strong>CHANCELLOR’S FRAMEWORK:</strong> 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.).</td>
<td>• The Office of Technology Commercialization approached several pharmaceutical companies during the year who requested more information from five investigator groups to discuss potential partnerships. Also, three pharmaceutical companies are interested in potential partnerships in the areas of pain management, and a prominent company is interested in a potential long-term collaboration in the area of gene therapy. One confidential agreement was signed with a pharmaceutical company in fiscal year 2016 and one is still under negotiation.</td>
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<td>The Office of Technology Commercialization held two inaugural Science, Technology &amp; Investor Receptions (STIR) which is an interactive network event the engages predominate San Antonio community stakeholders.</td>
<td>• The Office of Technology Commercialization contracted with the International Business Innovation Association to conduct an assessment and business plan for a Grant.</td>
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<tr>
<td>The Health Science Center contracted with the International Business Innovation Association to conduct an assessment and business plan for a Grant.</td>
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model biomedical science incubator. The business plan will be presented to the faculty and executive committee in fiscal year 2017.

- The Health Science Center executed an academic agreement with a biotech company. An employee of the biotech company was appointed as an adjoint faculty to collaborate on research and to analyze data. Also, the employee will provide teaching and training to the institution.

- The Vice President for Research and the Senior Executive Director for the Office of Technology Commercialization were honored with an invitation to join an elite forum of science, technology and business experts in the Texas chapter of Xconomists. The Xconomist forums were created by Xconomy, a Massachusetts-based company that provides forums to share views and insights on the hot topics in science, technology and business.
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.

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.

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

- The Center for Research to Advance Community Health (ReACH) received two grants from The University of Texas System in fiscal year 2016. One of the grants from The University of Texas System’s health care safety and effectiveness grant program is to study non-pharmacological management of chronic pain for persons on opioids. The other grant was to develop a population health strategic plan to identify community health priorities.

- A co-director was appointed to the Area Health Education Center (AHEC) program to build a research infrastructure across the AHECs in South Texas. A series of initiatives have been developed to include a research registry, a mobile health lab, a website for marketing support, and a pilot studies program.

- A Memorandum of Understanding was signed with University Health System which allows the sharing of data between the two organizations’ electronic health records.

- The Health Science Center signed an affiliation agreement with The University of Texas MD Anderson Cancer Center. The affiliation will increase San Antonio’s access to MD Anderson’s treatment protocols, standards of care, extensive clinical trials and translational research. Patients will also have access to the MD Anderson’s model of patient-centered, comprehensive care provided by multidisciplinary teams that will provide a new dimension in innovative care and treatment options.
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).

- As part of the Texas Regional CTSA Consortium (TRCC) network, one major pharmaceutical sponsored study is underway. Also, each CTSA was awarded funding for a project on phototherapy in newborn infants. Finally, a cancer study is in the late stages of planning and is expected to be launched in fiscal year 2017.

- A fatty liver disease clinical trial was launched at the Health Science Center as part of the Texas...
Regional CTSA Consortium (TRCC) network. Two other sites of the TRCC network also launched the study.
Health Care

Providing compassionate and culturally proficient health care, and influencing thoughtful advances in health policy.
Goal 1

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

**STRATEGIES**

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.

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)

**2016 PROGRESS**

- A new multi-specialty clinical practice site, UT Medicine Hill Country, in the northwest section of San Antonio is under construction and will open in March 2017. It will expand UT Medicine’s presence in a rapidly growing part of San Antonio. The new facility will include primary care and specialty-care providers, as well as full imaging capabilities.

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- UT Medicine will expand services at the Medical Arts & Research Center (MARC) 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. This project will be completed by January 2017.

- As part of the affiliation agreement with MD Anderson Cancer Center, a facility review was conducted at the Cancer Therapy and Research Center (CTRC). The University of Texas System and other private sources will fund improvements to the CTRC, including an expanded and more
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)

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.

5. Broaden community partnerships across settings and life spans.

**2016 PROGRESS**

efficient pharmacy; an infusion center designed around the patient experience; a diagnostic suite; and, a wayfinding system to assist patients in navigation.

- **Patients First,** a UT Medicine initiative branded to improve the coordination and efficiency of patient care continues to evaluate clinical capacity in the clinics and room utilization. With the expansion of two floors in the Medical Arts and Research Center (MARC) and reassignment of existing clinical space, access and clinical productively should be enhanced.

- Completed 2014.

- There are on-going discussions between University Health System and the Health Science Center to develop a partnership and strategy to define joint aspirations to address children’s health.

- A Heart Vascular Institute, in collaboration with the institution’s affiliated hospital partner, is under development.
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<td>6. Establish a commercial Accountable Care Organization (ACO) model and explore development of ACO models with hospital partner(s).</td>
<td>• UT Medicine has finalized negotiations with a large physician-led company that will include opportunities to share in cost savings and quality improvement for patient care.</td>
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<td>• UT Medicine is in discussions with two local health care systems to determine opportunities for integration of patient care.</td>
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<td>• Two consulting groups were engaged in 2016 by UT Medicine to evaluate health care models. It was determined a clinically-integrated network and Accountable Care Organization (ACO) led by UT Medicine would be developed. These models are now actively being explored.</td>
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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.

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

   - As part of the UT Medicine expansion at the Medical Arts & Research Center (MARC), clinical capacity will increase for neurology, neurosurgery, ophthalmology and new radiology modalities services.

   - The new multi-specialty clinical practice site, UT Medicine Hill Country, located in a rapidly growing part of San Antonio will provide primary care services and specialty-care providers, as well as full imaging capabilities. The opening of this facility is planned for early 2017.

   - UT Medicine’s existing four Primary Care Center (PCC) clinics have achieved National Committee for Quality Assurance (NCQA) Patient Center Medical Home (PCMH) Level II recognition. The PCMH model uses a multidisciplinary team to promote the health of patient care by the PCC. With the addition of a clinic at UT Medicine Hill Country and expansion at current sites, additional recruitment of providers for the PCC is underway.

   - UT Medicine is exploring the creation of a Clinically Integrated Network (CIN) that will include affiliated primary care practices with the eventual creation of an Accountable Care Organization (ACO) model.

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

   - UT Medicine received patient-centered medical home recognition in January 2016 from the National Committee for Quality Assurance (NCQA).
### STRATEGIES

- 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.

### 2016 PROGRESS
Goal 3

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

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

   - UT Medicine is a new member of the Pulmonary Fibrosis Foundation’s Care Center Network. This designation recognizes UT Medicine as a leader in providing the highest quality of care for pulmonary fibrosis patients in South and Central Texas. There are 40 medical centers designated as Pulmonary Fibrosis Foundation (PFF) Care Centers. The centers deliver the highest quality of care by a multidisciplinary diagnostic approach and patient-centered management plan, including access to the lung transplant programs and cutting-edge clinical trials.

   - With the addition of a new 3T MRI and PET scan modalities, improvements have been seen in the coordination of patient care and a reduction in referrals to external providers.

   - UT Medicine has created an Access Task Force which is exploring re-engineering the call center, scheduling and the template management processes. The goal is to improve the timely access to the vast array of primary care and specialty services.

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

   - UT Medicine hired a physician to serve as the Chief Quality Officer. The physician is charged with establishing processes to enhance quality and safety; elevate the patient experience; document outcomes; and, pursue collaborations with hospital partners to ensure a high-level of care is maintained across the entire episode of care.
STRATEGIES

1. Develop a marketing plan to communicate our services to patients, the community and region.

2. A market-wide consumer perception and awareness survey was conducted in December 2015. In addition, a SWOT (strengths, weaknesses, opportunities and threats) analysis was completed for the clinical practice. As a result, the marketing plan objectives were established based on growth opportunities for the clinical practice.

3. A marketing plan was developed which included multiple tactics to: increase patient awareness and preference; increase new patient visits; enhance the patient experience; and, improve payor mix.

4. A new website was launched for the clinical practice to drive patient engagement and to enhance a consumer-focused approach.

5. New marketing campaigns were executed targeting growth priorities by service line.

6. A quality-based contract was negotiated with a large physician-led company in fiscal year 2016.

7. The new Chief Quality Officer, working closely with the Chief Medical Information Officer and the Director of Managed Care, will develop

2016 PROGRESS

- Healthy Planet, a technology tool, is in the final implementation stages. The technology tool will be used to assist in coordination of care and care management. Also, the software will identify patient care gaps and track outcomes in patient groups.

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- A quality-based contract was negotiated with a large physician-led company in fiscal year 2016.

- The new Chief Quality Officer, working closely with the Chief Medical Information Officer and the Director of Managed Care, will develop
mechanisms to document and report quality outcomes which will allow for negotiation of reimbursement methodologies that reward high-quality care and patient experience.
Goal 4

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

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)

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

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

**2016 PROGRESS**

- UT Medline hired a new Chief Quality Officer that will focus on the coordination of care infrastructure, process improvement and patient safety initiatives.
- The School of Dentistry trained over 583 faculty, students and residents on clinical quality improvements which included utilizing quality metrics.
- Healthy Planet, a technology tool, is in the final implementation stages. The technology tool will be used to assist in population health activities, including the tracking of patient outreach; assisting in coordination of care and care management which includes medication compliance; and, documenting care plans and goals. Also, the software will identify patient care gaps and track outcomes in patient groups. Various disease registries have been developed.
- The new Chief Quality Officer hired by UT Medicine will focus on process improvement, quality and safety, and will make recommendations to the leadership on any needed investments.
- There are currently 20 active Delivery System Reform Incentive Payment (DSRIP) projects evaluating health system reform for the underserved in Texas. The projects are across the Schools of Dentistry, Medicine and Nursing. The
Health Care

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<td>projects are in production mode now that the infrastructure is in place. Total gross incentives earned in fiscal year 2016 were $24.7 million.</td>
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Ours is a story of serving.

Community Engagement

Engaging our community to improve health.
Goal 1

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

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

- A free Women’s Comprehensive Health Conference was held to provide information on women’s health, free health screenings and flu shots. The objectives of the conference were to have women learn about prevention awareness and to emphasize the importance of health screenings.

- The Cancer Therapy & Research Center (CTRC) offered a prostate cancer community education seminar to the public to learn more about blood tests used to predict the presence of prostate cancer; effective treatments and research targeting new cases of prostate cancer; and, why detecting prostate cancer earlier may increase the success of treatments and survival.

- As part of Texas Public Radio’s “Think Health Science” series, the Cancer Therapy & Research Center (CTRC) presented a free and open public forum on clinical trials offered at the CTRC.

- As part of the Cancer Therapy & Research Center’s (CTRC) lecture series, a presentation open to the public was given on the first-in-human clinical trial where doctors insert nano-sized radioactive fat particles directly into deadly brain tumors. Radiation can be given to the tumor site without affecting surrounding healthy tissue.

- For March awareness month on colon cancer, UT Medicine physicians presented to the public a forum on learning about colon cancer, prevention and detection. The presentation also included what foods and exercise can improve colon health.
The ninth annual Community Service Learning conference’s theme was “Healing Starts Upstream” which examined social determinants of health and explored the health professional’s role in primary prevention. Approximately 250 faculty, students, staff and community partners attended the conference.

The Center for Medical Humanities & Ethics received the Health Literacy Heroes Award from the San Antonio Health Literacy Initiative. The award is given annually to individuals and organizations who recognize the importance of health literacy in community health, and who support and advance it for the benefit of its citizens.

The Cancer Therapy & Research Center (CTRC) hosted the regional Cancer Moonshot Summit which was a national initiative held at 270 locations throughout the United States. The event gave the community, including cancer researchers, physicians, patients, advocates, survivors, foundations and philanthropists, a formal mechanism to engage in the initiative, and to generate ideas and commitments to accelerate cures for cancer.

The Commissioners Court of Bexar County recognized Cultural Inclusion Awareness Days sponsored by the School of Nursing’s Department of Life Long Learning. The conference brings together leading researchers, health care providers, patient advocates, educators and students to exchange knowledge and expertise in addressing social determinants of health.

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

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

- The Community Service Learning program, organized by the Center for Medical Humanities & Ethics, educates students in how to provide community service in response to community-identified needs, and encourages them to think about their responsibilities as citizens and health professionals. Since its inception in academic year 2009, the program has grown to 1,500 students per year and 19,000 service hours.

- More than 50 Health Science Center students from the Schools of Dentistry, Health Professions, Medicine and Nursing participated in a four-day health careers pilot program with the STEM program of the Boys and Girls Club of San Antonio. More than 100 children from the ages of 11 and 18 attended the event. The Health Science Center’s Student Government Association adopted the pilot program as its annual community service project. It also served as a catalyst necessary to achieve interdisciplinary collaboration across the schools.

- The Health Science Center’s Big Brothers/Big Sisters Workplace Mentoring Program, Inspire University, was the recipient of the outstanding mentoring program for 2016 by the Texas Mentoring Partnership. The goal of the Health Science Center’s program is to foster middle and high school students’ interest in school; to stress the importance of high school graduation; and, to develop interest in college attendance and career goal setting. The Texas Mentoring Partnership serves as a non-partisan organization that seeks to galvanize a statewide mentoring movement, and seeks to provide the leadership and infrastructure necessary to create and deliver a favorable
Community Engagement

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

- The Graduate Student Association and the Graduate School of Biomedical Sciences sponsored a “Science Fiesta”. The event showcased science by featuring a science fair supported by San Antonio scientists; a panel on science policy; science-themed artwork; and, an interactive area for children. In addition, the Graduate Student Association partnered with 118 local schools to break the world record for assembling the largest periodic table of elements. Participating school groups were recruited through the partnership with the Voelcker Biosciences Teacher Academy.

- Approximately 1,500 students from schools throughout South Texas attended the annual Health Professions Fair & Science Expo. The event introduced high school and college students to a wide range of health-related and biomedical professions.

- Over 30 physicians from the School of Medicine participated in Doctor’s Day with the goal to expose students to careers in dentistry, medicine, nursing, health professions and health science research. More than 3,600 students in Bexar County participated in the presentations.

- The School of Dentistry maintained approximately 60 extramural training clinical days for students through rotation schedules at sites in the South Texas, Laredo and clinics in San Antonio.

- Dental and dental hygiene students provided preventive dental care to more than 700 second
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<th>STRATEGIES</th>
<th>2016 PROGRESS</th>
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<tr>
<td>graders from the Edgewood Independent School District as part of the American Dental Association Foundation’s Give Kids a Smile. This was the School of Dentistry’s thirteenth year to participate in this community service project.</td>
<td>• Dental students provided dental services to the San Antonio Dental Christian Clinic at Haven for Hope. Over 1,800 patients were seen for 2,700 visits.</td>
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<td>• Dental students provided dental services to the San Antonio Dental Christian Clinic at Haven for Hope. Over 1,800 patients were seen for 2,700 visits.</td>
<td>• Physical Therapy students from the School of Health Professions provided services to approximately 1,600 individuals at the Haven for Hope, a transformational center for the homelessness. The student-faculty collaborative practice sites provide an environment for hands-on learning and also allows the students to practice connecting and building trust with their patients.</td>
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<td>• Physical Therapy students from the School of Health Professions provided services to approximately 1,600 individuals at the Haven for Hope, a transformational center for the homelessness. The student-faculty collaborative practice sites provide an environment for hands-on learning and also allows the students to practice connecting and building trust with their patients.</td>
<td>• Physical Therapy students held a Senior Health Fair at the District 2 Senior Community Center and provided health screenings to seniors.</td>
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<td>• Physical Therapy students held a Senior Health Fair at the District 2 Senior Community Center and provided health screenings to seniors.</td>
<td>• The School of Health Professions has developed a lecture series designed to foster discussion about interprofessional community service topics. The lecture series is open to all students. Six lectures are scheduled for fiscal year 2017.</td>
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<td>• Physician Assistant and Respiratory Care students from the School of Health Professions participated in the “Back 2 School Fair” in one of the poorest districts in Texas. Students provided blood pressure screenings, healthy lifestyle counseling and asthma health information to hundreds of children and their families.</td>
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<td>• Physician Assistant and Respiratory Care students from the School of Health Professions participated in the “Back 2 School Fair” in one of the poorest districts in Texas. Students provided blood pressure screenings, healthy lifestyle counseling and asthma health information to hundreds of children and their families.</td>
<td>• Students participated in a network of five student-faculty collaborative practice sites organized by the</td>
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5. Broaden community organization partnerships across settings and developmental groups.

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<td>Center for Medical Humanities &amp; 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. These clinics also held a series of highly successful flu-vaccination drives.</td>
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- *Salud Americal*, a national Latino childhood obesity prevention network based at the Health Science Center, launched a new toolkit to assist parents in working with schools to develop a “shared use agreement” which allows the sharing of school facilities after hours. It has been scientifically proven that Latino and all children that have access to physical activity have a reduction in disease risk, and activity improves the physical, mental, social and emotional well-being of children.

- A Childhood Cancer & Blood Disorders College and Career Fair was held for young patients and survivors age 14 and up. The goal of the fair was to give high school age and young adults options for the future. The fair featured presentations on career assessments, disability services, financial aid, admissions and scholarships. The event was sponsored by UT Kids San Antonio, The University of Texas at San Antonio, the American Cancer Society and University Health System.

- In collaboration with the Lions Sight Research Foundation, students from the Physician Assistant Studies program provided free vision screenings to those in medically underserved communities. More than 83 people were provided health care services.
Goal 2
Continue to promote plans to secure federal, state and community endorsement for funding institutional priorities.

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<td>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.</td>
<td>• Throughout fiscal year 2016, 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.</td>
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<td></td>
<td>• The Office of Governmental Relations facilitated national, state and local meetings with officials to educate and advocate programs at the Health Science Center.</td>
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<td>• The Office of Governmental Relations attended and monitored interim committee hearings on the funding priorities for the Health Science Center for the upcoming Texas Legislative session.</td>
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Ours is a story of commitment.

Organizational Effectiveness

Striving for excellence, innovation, quality and professionalism in an effective and efficient manner.
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.

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<tr>
<td>1. Conduct external reviews of the institution’s organizational, operational and administrative structures to strengthen the organization’s structure and to support collaboration.</td>
<td>• Completed in 2015.</td>
</tr>
<tr>
<td><strong>CHANCELLOR’S FRAMEWORK:</strong> Conduct external reviews of institution’s organizational structure.</td>
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<tr>
<td>2. Review and strengthen plans to provide for holistic external reviews of each school.</td>
<td>• Completed in 2014.</td>
</tr>
<tr>
<td><strong>CHANCELLOR’S FRAMEWORK:</strong> 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.</td>
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<tr>
<td>3. Create a long-term strategy for implementing The University of Texas System-wide shared operational systems.</td>
<td>• The institution is participating with The University of Texas System and other University of Texas health institutions in the Supply Chain Alliance. The group executed an agreement to implement a comprehensive spend analytics automated solution and enterprise resource planning (ERP).</td>
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<tr>
<td><strong>CHANCELLOR’S FRAMEWORK:</strong> Continue to define and implement UT System shared services initiatives.</td>
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<tr>
<td>4. Develop criteria to assess and improve academic, research, and administrative space utilization and strategies, including productivity indices, and review of space utilization policies.</td>
<td>• Completed in 2015.</td>
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<tr>
<td><strong>CHANCELLOR’S FRAMEWORK:</strong> 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)</td>
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5. Evaluate administrative processes, policies and practices for efficiencies to enhance administrative processes, policies, and practices.

- In fiscal year 2016, surveys were completed by the faculty and staff. The faculty survey was completed in partnership with the Association of American Medical Colleges (AAMC) and the staff survey was facilitated by an external vendor. The survey results and input will be used to improve the work environment at the Health Science Center.

- By participating in The University of Texas System Digital Library (UTSDL) for subscriptions to electronic journals and databases licensed by the UTSDL, the Health Science Center had a cost avoidance of $9.7 million in fiscal year 2016 based on publisher list prices.

- As a member of the TexShare Library Consortium, the Library spent approximately $4,400 for database subscriptions that would have cost $191,800 outside of the TexShare membership.

- The upgrade to PeopleSoft version 9.2 was completed. The upgrade improves the functionality to streamline the payment processes and reduce paper. The enhancements included electronic requests to pay for services and reimbursements; eliminated the paper voucher form; the need for voucher attachments; and, included workflow to facilitate creating, approving and tracking a payment request until payment.

- Enterprise Analytics, a precursor to Oracle Business Intelligence Enterprise Education (OBIEE), was deployed 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
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)

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

**2016 PROGRESS**

- A software solution, AIM, was implemented to manage and account for capital projects.

- The institution is exploring the use of Hyperion and Microsoft Business Intelligence to offer dashboarding solutions for clinical, research and financial data.

- A research dashboard solution was developed and is being used by the School of Medicine to evaluate research trends by department and principal investigator.

- Completed in 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.

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<td>1. Enhance compensation strategies for faculty and administrators to reward and incentivize performance.</td>
<td>• Completed in 2015.</td>
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<tr>
<td><strong>CHANCELLOR’S FRAMEWORK:</strong> 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)</td>
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<tr>
<td>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.</td>
<td>• A new electronic performance management system called Goal &amp; Performance System (GPS) is being implemented. Phase I and II are completed; and, Phase III is underway. GPS transforms performance reviews from being 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. GPS will be fully implemented by fiscal year 2017.</td>
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<tr>
<td><strong>CHANCELLOR’S FRAMEWORK:</strong> 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)</td>
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<tr>
<td>3. Improve post-tenure review to better differentiate performance levels and enhance excellence.</td>
<td>• Recommendations were made in 2016 by an adhoc committee appointed by the President to develop promotion criteria and guidelines. The criteria and guidelines addressed: clinical track faculty; review and revise existing promotion criteria and guidelines for tenure-track, as well as non-tenured track faculty to reflect the changing environment in the academic, research, service and clinical settings; to examine other faculty titles or categories to determine whether they should be added to promotion process; and, to develop strong communication mechanisms with the schools’ departments to ensure that faculty and chairs understand the importance, value and process</td>
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<tr>
<td><strong>CHANCELLOR’S FRAMEWORK:</strong> Revise policies on post-tenure review to better differentiate performance levels and enhance excellence.</td>
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</table>
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.

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

**2016 PROGRESS**

- A software for faculty applicant tracking, Faculty Recruitment and Appointment Management Effort (FRAME), is scheduled to be launched in November 2016 for faculty applicant tracking.
- In January 2016, The University of Texas System now requires for all senior administrative positions that a candidate from an underrepresented group be in the final round of interviews. The University of Texas System’s goal is to ensure fairness and diversity in attracting the best and brightest to the institutions.
- The Healthcare and Administrative Leadership Development Program (HALDP) was offered to the second cohort in fiscal year 2016. The program is intended for leaders in an academic unit or department. The program provides specific and focused professional development in the area of health care administration.
- Human Resources developed a “Crucial Conversations” program for departmental leadership. The program teaches skills for creating alignment and agreement by fostering open dialogue around high-stakes, emotional and risky topics. The first class launches in October 2016 and provides mentoring tools for leadership.
Organizational Effectiveness

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<tr>
<td>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.</td>
<td>• The Health Science Center implemented an Education Assistance Program to enhance an employee’s work-life experience by encouraging and supporting an employee’s decision in continuing their education to enhance their skills, acquiring new knowledge and obtaining personal enrichment and growth. The program will provide tuition reimbursement to eligible employees.</td>
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<tr>
<td>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.</td>
<td>• The School of Health Professions’ chairs, program directors and office staff participated in a leadership development program. The topics included characteristics of great leaders, strategic planning, how to inspire action, mentoring and faculty development and time management.</td>
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<td>7. Evaluate and address any disparities in compensation based on academic rank, administrative responsibilities, and/or productivity.</td>
<td>• Completed in 2014.</td>
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<td>• During fiscal year 2016, the Health Science Center embarked on an institution-wide analysis of total compensation to examine whether there were gender-based salary inequity issues that needed to be addressed. Each school conducted an analysis and leadership is actively engaged in narrowing any gaps through multiple mechanisms.</td>
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Organizational Effectiveness

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.

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.

- The organization’s first ever internal and external consumer awareness survey was executed garnering feedback from more than 3,000 participants.
- A 60-day enterprise-wide analysis was conducted on the functions of communications and marketing, including staffing, spend and processes.
- The separate divisions of communications, media relations, health care marketing, academic marketing, public relations and digital experience were reorganized into one unified department for improved efficiency and cost-savings. Staffing models were restructured to align the functions across the organization, and a management team was appointed to lead the new unified department.
- Annual goals for marketing and communications were aligned among the leadership team to drive consistent outcomes.
- Marketing and communication objectives were developed from each of the five respective schools and other entities within the organization to develop a consistent, enterprise-wide approach for marketing and communication efforts.
Goal 4

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

STRATEGIES

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.

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 strategic initiatives.

2016 PROGRESS

- The institution is participating in the Supply Chain Alliance with The University of Texas System and other University of Texas health institutions. The group executed an agreement to implement a comprehensive spend analytics automated solution and enterprise resource planning (ERP).

- Five new contracts were obtained through The University of Texas Supply Chain Alliance in fiscal year 2016.

- In fiscal year 2016, $17.8 million of the President’s Institutional Development Fund was dedicated to strategic initiatives. Of that amount $12.0 million was invested in research strategies, $1.8 million in clinical, $1.9 million in education and $2.1 million in other strategies, such as marketing and philanthropy support.

- Tuition revenue bonds were awarded by the state for the 2016-2017 biennium in the amount of $80.0 million, with an additional $6.0 million in Permanent University Funds (PUF) awarded by The University of Texas System Board of Regents for the recapitalization and renovation of aging buildings.

- The fiscal year 2016 margin exceeded budget by approximately $13.0 million with revenue growth of 3.7% and expenditure growth of 3.1%.
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.

**2016 PROGRESS**

- During fiscal year 2016, donor giving was $54.0 million which included cash, pledges, in-kind and testamentary giving. The total cash giving was $31.3 million.
- There were 20 new endowments totaling $11.2 million. The new endowments included eight academic chairs, three academic professorships, seven miscellaneous endowments and two scholarships.
- Total giving from foundations, corporations and other organizations was $45.9 million. There were 543 unique donors.
- During the year, approximately 6,000 community members attended donor cultivation and stewardship meetings and events.
Organizational Effectiveness

Goal 5

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

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.

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

STRATEGIES

2016 PROGRESS

- The installation of CANVAS, a leading-edge learning management system, was completely implemented in fiscal year 2016. Faculty, staff, students and residents were fully trained in how to navigate and implement contemporary-learning strategies utilizing the new virtual platform.

- An academic advising module application in PeopleSoft was implemented that tracks the requirements that a student must satisfy in order to graduate. The audit engine analyzes all courses, restrictions, pre-conditions and conditions completed by the students making the degree audit verification process more efficient and effective.

- A secure electronic exchange of transcripts between participating institutions was implemented and has expedited the delivery of transcripts.

- Healthy Planet, a technology tool, is in the final implementation stages. The technology tool will be used to assist in population health activities, including the tracking of patient outreach; assisting in coordination of care and care management which includes medication compliance; and, documenting care plans and goals. Also, the software will identify patient care gaps and track outcomes in patient groups. Various disease registries have been developed.

- An enterprise storage expansion solution was implemented to support growth and new initiatives...
3. Leverage existing information technology investments and capabilities across the University to further enhance institutional productivity, efficiency and effectiveness.

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

• 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 upgrade to PeopleSoft version 9.2 was completed. The upgrade improves the functionality to streamline the payment processes and reduce paper. The enhancements included, electronic requests to pay for services and reimbursements; eliminated the paper voucher form; the need for voucher attachments; and, included workflow to facilitate creating, approving and tracking a payment request until payment.

• Implementation of iLab Solutions, a core management software, was completed. 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 institution is exploring the use of Hyperion
Organizational Effectiveness

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| **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) | and Microsoft Business Intelligence to offer dashboarding solutions for clinical, research and financial data.  
• A research dashboard solution was developed and is being used by the School of Medicine to evaluate research trends by department and principal investigator. |
## Goal 6

Construct and update facilities to meet the strategic needs of the institution and new regulatory standards and requirements.

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<td>1. Develop a priority capital improvement 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.</td>
<td>• A capital improvement program plan was developed in September 2015. The plan identified the strategic priorities of the institution and the capital projects needed to fulfill those overall strategic objectives. The projects included: the Barshop Institute for Longevity and Aging Studies relocation; clinical transformation plan; CTRC renovations and recapitalization; and, School of Medicine research laboratory recapitalization.</td>
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<tr>
<td>2. Enhance our excellent program in aging research at the Barshop Institute for Longevity and Aging Studies by relocating the research facility closer to the clinical enterprise in order to expand the science of healthy aging to the clinical bedside.</td>
<td>• The plans to move the Barshop Institute for Longevity and Aging to the Greehey Academic and Research Campus is in progress. The architect and engineer team has been selected. The project is in the “project definition phase” which includes defining the owner’s project requirements and design. Schematic design will begin early next year and the project is expected to be approved by the Board of Regents in May 2017. The project completion date is scheduled for October 2019.</td>
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<tr>
<td>3. Focus our health care on the priority needs of South Texas and make capital investments to create a diversified health care system.</td>
<td>• As part of the affiliation agreement with MD Anderson Cancer Center, a facility review was conducted at the Cancer Therapy &amp; Research Center (CTRC). The University of Texas System and other private sources will fund improvements to the CTRC, including an expanded and more efficient pharmacy; an infusion center designed around the patient experience; a diagnostic suite; and, a wayfinding system to assist patients in...</td>
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A new multi-specialty clinical practice site, UT Medicine Hill Country, in the northwest section of San Antonio is being built to expand UT Medicine’s presence in a rapidly growing part 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.

UT Medicine will expand services at the Medical Arts & Research Center (MARC) by repurposing 40,000 gross square feet from administrative use to clinical space. The expansion will increase clinical capacity for neurology, neurosurgery, ophthalmology and new radiology modalities.
Ours is a story of making lives better.