Our Strategic Vision
Fiscal Years 2018–2022

The University of Texas Health Science Center at San Antonio
Making Lives Better through Excellence

The University of Texas Health Science Center at San Antonio (UT Health San Antonio) is a comprehensive and leading academic center in South Texas. Because of the efforts of the faculty, staff and students and our community partners, collaborations and partnerships are essential to our success. Our ambition is for UT Health San Antonio to be recognized among the elite academic health centers in the world to transform health and health care for a diverse society.

We have achieved important milestones through the implementation of our 2013–2017 strategic plan. We have a strong foundation of success upon which to grow, as evidenced by our vibrant community, faculty, staff and students. The Strategic Plan outlined herein for fiscal years 2018–2022 serves as a compass for us to continue to build upon our success. It provides a plan of action while requiring ongoing assessments of progress.

With your continuing support, we will reach our goals in all of the mission areas: education, research, health care, community engagement and a culture of excellence. Thank you for traveling on this exciting journey with us.

William L. Henrich, M.D., MACP
President
Professor of Medicine
UT Health 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:

- Educating a diverse student body to become excellent health care providers and scientists.
- Engaging in research to understand health and disease.
- Commercializing discoveries, as appropriate, to benefit the public.
- Providing compassionate and culturally proficient health care.
- Engaging our community to improve health.
- Influencing thoughtful advances in health policy.
Our Vision
To be a world-class academic health center transforming health and health care for a diverse society.

Our Core Values
UT Health San Antonio is committed to these core values:

<table>
<thead>
<tr>
<th>Core Value</th>
<th>Description</th>
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<tbody>
<tr>
<td>Accountability</td>
<td>We are committed to responsible and transparent stewardship of university resources.</td>
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<tr>
<td>Diversity</td>
<td>We strive for inclusivity across the university.</td>
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<tr>
<td>Excellence</td>
<td>We continue to strive for excellence through creativity, innovation and dedication.</td>
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<tr>
<td>Innovation</td>
<td>We discover, create, develop and measure new, exciting and effective methods of education or pedagogy, research and clinical care.</td>
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<td>Integrity</td>
<td>We are truthful, equitable, and committed to intellectual honesty.</td>
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<td>Professionalism</td>
<td>We will maintain the highest standards of professionalism through ethical behavior, life-long learning, and respect for all members of the university.</td>
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<td>Teamwork &amp; Collaboration</td>
<td>We support each other and promote interprofessional collaboration.</td>
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<td>Tradition</td>
<td>We learn from our history, create an optimistic future and promote the unique nature of the health science center environment.</td>
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EDUCATION

Goal 1

Strategies

1. Enhance student and faculty recruitment efforts that demonstrate UT Health San Antonio's commitment to foster a diverse and inclusive community that is representative of the populations it serves.

2. Maintain a strong continuous evaluation process to sustain the excellence of our educational programs.

3. Strategically assess where UT Health San Antonio can leverage its educational program strengths to refine, change, or launch new academic programs that are responsive to the academic and professional market place.

4. Strengthen interprofessional team-based learning opportunities across the organization.

5. Strengthen student career development programs that reflect professional and workplace needs.

Be the university that students and faculty choose for its vibrant academic culture, innovative programs and service to the community, state and region.
RESEARCH

Goal 2

Continue to develop and grow research programs of excellence and distinction in advancing human health.

Strategies

1. Invest in and continue to support priority research themes in aging, cancer, diabetes, immunology & infectious diseases, neurosciences and population health/outcomes research.
2. Promote a culture that values research, collaboration and innovation.
3. Enhance the clinical trials infrastructure.
4. Strengthen critical research platforms to support the research priority areas, to include bio-banking, medical/bioinformatics, a science incubator and research cores, institutes and centers.
HEALTH CARE

Goal 3

To be the health care provider of choice for Central and South Texas with a focus on patient-centered care.

Strategies

1. Build a primary care network consisting of employed and associated health care providers.

2. Expand our specialist network by selective associations and employment of community specialists.

3. Increase our geographic footprint.

4. Create more nationally recognized clinical programs.
COMMUNITY ENGAGEMENT

Goal 4

Foster a UT Health San Antonio community partnership that benefits the diverse communities we serve through education, practice and research to meet mutually identified health and health education needs.

Strategies

1. Identify the populations and/or communities to engage on population health needs.

2. Develop the infrastructure to support our faculty, students and community members to address relevant health and health care issues.

3. Promote lifelong learning among our students, faculty and community members on the relevant health and health care issues of the communities that are served.

4. Form community partnerships that identify health challenges and problems deemed mutually important to South Texas communities and the institution; work together to create new models of health care that offer sustainable interventions that can be implemented, evaluated and enhanced.

5. Accelerate and support community-focused outcomes research through innovation and collaboration between researchers and the communities they serve to develop interventions that are sustainable to the community.
Goal 5

Foster a culture of professional excellence, collaboration and growth.

Strategies

1. Be an employer of choice and retain exceptional talent in San Antonio and South Texas.
2. Support a culture of excellence through increasing and improving communications.
3. Promote faculty and staff engagement initiatives, and enhance support for faculty and staff development.
4. Prepare the next generation of organizational leaders.
Strategies

1. Conduct a comprehensive workforce needs assessment for Laredo and surrounding communities to guide the development of training programs aligned with the present and future workforce needs in the region.

2. Expand affiliation agreements with regional hospitals/clinics and other regional health care organizations to support clinical training programs for students.

3. School of Dentistry programs:
   a. Support and continue to fund current dental program rotations in Laredo for pediatric dentistry, prosthodontics and periodontics. Evaluate expansion to additional regional sites.
   b. Seek funding, and the associated accreditation requirements, to have an on-site dental hygiene program in Laredo.
   c. Seek funding, and the associated accreditation requirements, to have an on-site dental student rotation at the Laredo Veterans Affairs (VA) Outpatient Clinic.

4. School of Health Professions programs:
   a. Support and expand current student clinical rotations and training sites for health professions programs in Laredo.
   b. Seek funding, and the associated accreditation requirements, to restart an on-site physician assistant (PA) program in Laredo.
   c. Recruit eligible students for other health professions programs in San Antonio.

5. Joe R. & Teresa Lozano Long School of Medicine programs:
   a. Develop and support medical student rotations at the Laredo Veterans Affairs (VA) Outpatient Clinic.
   b. Explore the possibility of developing a local residency program, including clinical rotations with local hospitals and other health care organizations.

6. School of Nursing programs:
   a. Develop a psychiatric nurse practitioner master’s level certification program.
   b. Explore collaboration with Texas A&M International University to recruit students for the Doctor of Nursing Practice (DNP) degree program.
   c. Seek collaboration with Laredo Community College and regional colleges to recruit students from the Associate Degree in Nursing (ADN) programs to the Master of Science in Nursing (MSN) degree program.

7. Expand infrastructure resources according to actual needs and student enrollment growth at the Regional Campus in Laredo.

8. Create opportunities with other universities and community colleges within the region to develop dual programs for students to advance as leaders in health care.
**RESEARCH**

**Goal 2**

Sustain and support research efforts to address major health concerns that impact the health care and wellness of the Laredo regional communities.

**Strategies**

1. Sustain and expand the South Texas Diabetes and Obesity Research program.
2. Expand research collaborations with researchers to evaluate and address the impact of diabetes and associated chronic diseases.
3. Promote and expand local and regional community participation in the South Texas Diabetes and Obesity Research project to provide networking opportunities to share information and translate research outcomes into community interventions.
4. Provide awareness of public health research to students through mini-fellowships and research opportunities.
5. Collaborate with City of Laredo on environmental and health concerns.

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**COMMUNITY ENGAGEMENT**

**Goal 3**

Promote health literacy, prevention and optimal management of chronic diseases in communities that can lead to a healthier, educated population enjoying a better quality of life.

**Strategies**

1. Inform and educate the community on health care issues.
2. Support and expand projects with community partners to educate the community.
3. Identify risk factors and design interventions to address community wellness obstacles.
4. In conjunction with community leadership, develop a wellness program to better serve the City of Laredo and regional communities.
5. Engage the students in reaching out to the community through education.
6. Develop and offer training programs to enhance the knowledge and skills of health care professionals in the community.